



Bruce Greenfield is a consultant, trainer, and educator with more than 35 years' experience. His primary emphasis has been the area of resource management consulting – for example, organization development/restructuring, workflow engineering, operations and productivity improvement, project planning and management, work methods and procedures. He also spent several years in information systems consulting, helping clients to make the most effective use of their systems to run their businesses.

As an educator, Bruce has taught courses to graduate, undergraduate, and non-traditional students. His most noteworthy position was Executive Professor in the School of Management & Leadership at Capital University in Columbus, Ohio (2003-2009).

Most recently, Bruce co-founded *Diversity Matters LLC*, a training and consulting firm specializing in cultural competence, diversity/inclusion, and change management. The company serves clients in both the public and private sectors, and has sponsored *The Diversity Exchange*, a community-based organization providing public programs on diversity and related issues.

## Summary of Consulting Experience

Founded *B. Greenfield & Associates* management consulting practice in March, 1991. Previously, fifteen years in management consulting, with three prominent firms.

*Industry Experience:* manufacturing, education, not-for-profit, government, service, transportation, retail, food service, health & fitness

*Functional Experience:* operations management, workflow engineering and streamlining, organization restructuring, just-in-time, supply chain management, quality improvement, methods engineering, work standards development, compensation programs, information systems design & development, project management, training, market research, demand forecasting, economic & financial analysis.

Elected *Certified Management Consultant* (CMC), Institute of Management Consultants, 1985.

Representative consulting clients include:

*Manufacturing & Distribution:* General Theming Contractors, Union Tools, Jet Container Company, Borden Foods, Shonac Corporation

*Service Industries:* Omnilife Systems, Capital Mortgage Services, Resource Interactive

*Government & Education:* Ohio Department of Education, Ohio Bureau of Workers' Compensation, District XI Area Agency on Aging, Columbiana County ADAMH Board, Upper Arlington City Schools, Kettering City Schools, Whitehall City Schools, City of Sandusky OH, City of Lorain OH

## Professional Experience

- B. Greenfield & Associates - Independent Management Consulting Firm  
Needham, Massachusetts and Columbus, Ohio (1991 - present)
- Coopers & Lybrand (now PricewaterhouseCoopers) - Management Consulting Services  
Columbus, Ohio - Managing Associate (1986-91)
- KMG Main Hurdman (now KPMG) - Management Consulting Services  
Columbus, Ohio - Manager (1984-86)  
Cincinnati, Ohio - Senior Consultant (1981-84)
- General Electric Company - Aircraft Engine Business Group  
Evendale, Ohio - Commercial Market Analyst (1980-81)
- Booz, Allen & Hamilton, Inc. - Transportation Consulting Division  
Cincinnati, Ohio - Senior Consultant (1975-80)

## Academic Experience

- Professional Instructor, Ashland University, Dauch College of Business & Economics (2011-2012)
- Executive Professor, Capital University, School of Management – Columbus, Ohio (2003-2009)
- Adjunct Professor, Capital University, School of Management - Columbus, Ohio (1993-2003)
- Adjunct Professor, Bowling Green State University, Firelands College (2005-2008)
- Also served as Adjunct Professor for Ashland University (2003-2005) and Franklin University (1991-1998)
- Courses taught on campus and on-site at several companies, including:
  - Production and Operations Management
  - Project Management
  - Principles of Organization and Management
  - Process Management
  - Total Quality Management
  - Quality Control
  - Business Principals
- Served as a faculty advisor to Capital University's team in the Ohio MBA Case Competition in the spring of 2000, the first time Capital entered. Team took second place statewide.

## Education Background

- Master of Business Administration, Operations Research/Management Science  
The University of Michigan, Ann Arbor, Michigan - May, 1995
- Bachelor of Science in Industrial Management  
Purdue University, West Lafayette, Indiana - December, 1972

### **Examples of Seminars, Training Programs, etc., Conducted for Business and Industry**

- “Fundamentals of Root Cause Analysis” – CertainTeed/BGSU Firelands College (2010)
- “Quality Control Programs and Safety” – Ohio Bureau of Workers’ Compensation (2006)
- “Fundamentals of Project Management” – Resource Interactive, Columbus Oh (2006)
- “The Power of All: Diversity Works” – seminar on cultural competence in the workplace; sponsored by the Columbus Chamber of Commerce and Diversity Matters (2006)
- Workshops for Certified Business Analyst program conducted by Ohio Department of Development, Small Business Development Center Program – topics include the manufacturing organization, contemporary concepts in manufacturing, analytical tools, and strategic operations planning (1999 - 2001)

### **Some Testimonials from Consulting Clients**

- “Bruce has a gift for introducing complex processes and procedures in a non-complicated manner. He is able to communicate with all levels of the organization from the executive conference room to the factory floor. His expertise helped us to identify and correct inefficiencies in our reports and procedures that changed the way we operate company wide.”

*Joe Barton, Controller – General Theming Contractors LLC*

- “Bruce has been a great help to me in two school districts. He has the knowledge, experience, and interpersonal skills to work with staff members to find more efficient ways to operate. Bruce doesn’t seek ways to eliminate people, he works to eliminate redundant and obsolete processes. When the staff realized that, they were anxious to work with Bruce...and the results were fantastic!”

*Steve Clark, Treasurer/CFO – Kettering City School District*

- “You have been persistent in moving us in a positive direction. I appreciate your expertise, your energy, and your trustworthiness”

*Patricia Baumgarner, Executive Director  
Columbiana County Mental Health & Recovery Services Board*

### **Highlights of Community Service Performed**

- Board of Directors, Deaf Initiatives (a not-for-profit organization providing initiatives that strengthen the potential of young adults who are deaf or hard of hearing, including a social business enterprise which employs deaf adults [www.deafinitiatives.org](http://www.deafinitiatives.org))
- Board of Advisors, Boys and Girls Club of Erie County, Oh
- Participant in the United Way Management Assistance Program, conducting projects as requested for member agencies (1995-2009)