

Memphis, Tennessee  
Mobile: (901) 555-5555  
CPHenderson@Notmail.com  
LinkedIn.com/in/FakeName

# CONNOR HENDERSON

## TRAILBLAZING MANAGERIAL LEADERSHIP FOR THE WOOD PRODUCTS INDUSTRY

Lumber / Timber Manufacturing ✦ Dimension Mills ✦ Building Materials ✦ Sawmill / Kiln Operations ✦ Wood Components

History of galvanizing teams around mission statements to conquer seemingly insurmountable problems, revitalize underperforming regions, and achieve unprecedented results. Advanced expertise in natural resource optimization, process innovation, and explosive sales growth. Passionate about maximizing the success of all subordinates while leading and inspiring top-tier teams.

### Highlights

**Grew Annual Sales to \$30M | Successfully Led Team of 200 Employees | Directed 3-State Region  
Generated \$21M+ with 40% Profit | Closed \$1.5M in Contracts in 1 Year | Turned Around Multiple Organizations  
Appointed by Governor of TN to Innovation Board Position | Achieved 99.47% On-Time Shipments | Reduced Budget 30%**

### Professional Experience

**MODULAR HOMES LLC, Memphis, Tennessee**

04/2011 to Present

*Multimillion-dollar construction company specializing in system-built modular homes.*

#### General Manager, Tennessee Region

Ensure the complete satisfaction of private sector clients while directing all project phases of multimillion-dollar construction contracts. Lead and motivate 5 direct reports and 200 indirect reports to peak performance levels while overseeing engineering, drafting, production, purchasing, accounting, and customer service activities across 5 branches. Serve on the Board of Directors (BOD) of Tennessee Forestry Council to protect raw material supply and strengthen relationships with key local industry stakeholders.

#### Delivered Results:

- Brought yearly sales generation to \$30+ million from 2011 to 2020.
- Increased annual profits to \$11 million, growing margin to 33%+.
- Closed \$1.5 million in client/developer contracts in 12 months.
- Achieved 10 inventory turns/year with Just-In-Time (JIT) manufacturing.
- Developed highly efficient systems across the region.



#### Secrets to Success

- ▶ **Revived the region**, establishing most key policies and processes. Created standard operating procedures (SOPs), built Document Control Center, set purchasing/pricing standards, and implemented lean manufacturing methodologies.
- ▶ **Optimized staffing levels** after creating engineered labor standards for time studies to determine needs. Convinced reluctant employees to adopt new standards through effective change management.
- ▶ **Improved throughput of daily production units (DPUs)** and facility floor layouts. Revised schedules after pinpointing and eliminating bottlenecks and inefficiencies.

**ABC WOOD SPECIALTIES, Memphis, Tennessee**

07/2001 to 04/2011

*Manufacturer of top-quality cabinet doors and wood components.*

#### Regional Manager (09/2007 to 04/2011)

Promoted to manage 3 factories in Tennessee, Kentucky, and Virginia during organizational restructure. Led 3 general managers and 150+ indirect personnel across production facilities generating a combined \$21 million in annual revenue.



**Ideated and deployed groundbreaking supply chain management system** after building a robust network of academics and industry experts. Started collaboration with Tennessee State University and its Wood Science Department to engage secondary manufacturers. Significantly improved research and identified raw material fragmentation issues impacting wood product development and distribution.

- ▶ **Appointed by the Governor of Tennessee** to sit on Hardwood Development and Innovation Board while supporting ABC Board of Directors and serving on various grant committees.

## ABC WOOD SPECIALTIES, Senior Corporate Vice President (Continued):

### Delivered Results:

- Grew business to \$21 million while boosting annual profits to 40%.
- Decreased lumber inventory from \$3.8 million to \$1.2 million.
- Cut raw material costs by 10% with new lumber procurement process.
- Reduced budget by 30% and lowered total cost of quality by 22%.
- Achieved 99.47% on-time, complete shipments year after year.



### Secrets to Success

- ▶ **Processed lumber at incredibly fast speeds** and surpassed expectations during recession by developing new technologies.
- ▶ **Turned \$200,000 in annual waste into \$500,000+/year revenue stream** by repurposing unused wood that required paid removal.
- ▶ **Saved the company millions of dollars** while processing \$40+ million/year in raw material by streamlining sawmill processes.

“Connor was the driving force in ABC’s renewed focus on minimizing waste and optimizing yield. By sparking innovation, he found incredibly effective ways to accommodate increased demand for hardwood products.” – *Phil Turner, CEO, ABC Wood Specialties*

### Director of Operations (03/2006 to 09/2007)

Successfully started dimension mill and moved to central Tennessee to open new \$20 million production facility, managing plants with a combined 100+ employees across 2 states. Ensured complete regulatory compliance with environmental laws.

- ▶ **Doubled combined profits across the region** by strategizing new organizational infrastructure and costing system.
- ▶ **Exceeded stretch goal by \$300,000** after inspiring teams through weekly pep rallies and bonus incentives.

### Operations Manager (07/2001 to 03/2006)

Recruited to quickly turn around manufacturing operations after corporate sales declined. Maintained the highest levels of operational excellence while overseeing a \$12 million plant in Kentucky. Minimized material and labor expenses. Prioritized products/services based on profitability. Changed the corporate culture and engaged employees while clarifying/attaining goals.

- ▶ **Lowered labor expenses by \$1 million**, with additional savings in conversion costs, by reinvigorating staff performance, instituting SOPs, and integrating departments in key corporate manufacturing sites across 3 states.

*Past success as a Plant Manager at Modernage Kitchens, Triangle Pacific Corporation, and Consolidated Industries.*

## Technical Summary

**Software Solutions:** MS Office (Word, Access, Excel, PowerPoint), Great Plains, Dynamics, JDE EnterpriseOne, and Windows 10

**Wood Technologies:** Wood Eye, Eagle Optimization, Saw Dust Pellet/Brick, and Laser Ultrasonic Technologies

## Credentials & Contributions

**College Education:** Associate Degree Program in Business Administration, Memphis University, Memphis, Tennessee  
Business Accounting and Computer Programming Coursework, Ivy Tech, Indianapolis, Indiana

**Certification & Training:** Quality Control Certification, Juran Institute, Illinois | Advanced Lumber Drying Certification, University of Memphis, Tennessee | Log Grading Certification, University of Memphis, Tennessee

**Boards & Organizations:** Member, Tennessee Forestry Council, 2011 to Present | Member, Modular Home Builders Association, 2011 to Present | Member, Wood Product Manufacturers Association, 2010 to 2019 | Governor Appointee, Hardwood Development and Innovation Board of Tennessee, 2007 to 2009

## Résumé Strategy

This client was all about innovation and resource maximization within the wood products industry. Not only did he understand how to grow a business and increase its profits, he also worked with state officials to ensure the sustainability of natural resources, enabling his employers to acquire necessary raw materials during periods of increased demand.

His various board positions and governor-appointed leadership roles gave him tremendous clout and influence within the local market, where he wished to stay. The client and I agreed that this was a fantastic way to distinguish him among the competition. Therefore, I mentioned his outside board position within his current role, highlighted his appointment by the Governor of Tennessee with a graphic on the first page, and then provided an endorsement from the governor on the second page.

To make his achievements jump off the page, I created separate “Delivered Results” sections with quantified achievements and impressive sales/profit charts. For longer accomplishments that describe new process introductions, I designed “Secrets to Success” lists.

This résumé was designed to be completely ATS-friendly. The client’s name and full street address are placed behind the header. All headers, sub-headers, graphs, pictures, footers, and call-out boxes are simply PNG images that are set in front of or behind the text. All of these elements and graphics – which are designed to be a nod to the client’s innovative approach to the wood products industry – disappear in applicant tracking systems. When candidates apply for positions with a universally formatted PDF file such as this one, the name and contact information populates the online application boxes cleanly and easily.

The enclosed images show exactly how the header technique was employed, as well as what the document looks like when the original Word document is resaved as a .txt file.

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