

# Kevin E. Gehrt

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Global Human Resources executive with experience leading HR, Communications, Health & Safety and Facilities in rapidly changing environments to enable effective leadership at Executive and Board levels

- Demonstrated success in growth, turnaround, divestiture & acquisition environments operating in multiple industry sectors including services, consumer goods, manufacturing, high tech, retail, industrial & medical
- **Trusted Business Partner** at the Enterprise (CEO) and Division (President) levels
- Enhanced executive, management and operational **diversity** through systemic process and culture change
- Played key role in \$2B sale and integration of private equity backed company to a Fortune 20 company
- **Recruited Executive leadership** across 6 continents - Global business heads (up to \$2.3B); Engineering/Research Fellows; Division and Corporate functional heads; Global & Country Operations
- Established organization and legal structure for divested global business & acquired international Division; **successfully developed pension, benefits & compensation structures across 13 countries in 90 days**
- Improved Executive engagement through **talent management** programs yielding 70% internal placements
- Driven multiple **Organization Design** transformations - functional to market driven segmentation; manufacturing consolidation; SBU to functional divisions; offshoring
- Produced top line growth through sales **productivity** programs and bottom line efficiency via lean, 80/20 and 6-sigma manufacturing and operations support **continuous improvement** initiatives

**Experience:**                      **GoalBridge Consulting, LLC ♦ March 2019 – Present**

**Principal Consultant** providing Human Resource leadership, executive coaching & various HR services

- Provided interim CHRO guidance to establish newly acquired Private Equity portfolio business
- Developed new organization design and talent strategy for a growing business
- Guided successful career transitions for multiple executives into CEO/President, SVP Sales, VP Marketing, VP Human Resources and other senior level roles
- Initiated HR process audit and corresponding action plan to establish ongoing compliance

**Myers Industries, Incorporated NYSE:“MYE” ♦ September 2016 – March 2019**

**Vice President, Human Resources**    *Akron, OH*

**Head of Human Resources** for a diversified, international polymer manufacturer of sustainable material handling containers, safety products and specialty molding; also the largest US wholesale distributor of tire repair and retread products. Led a 30 member international team providing HR, Environmental Health & Safety and Facilities services across 6 independent businesses and 1600 employees including:

- Define new Company culture, core attributes and communication/engagement strategy, championing individual accountability, diversity, results delivery via lean & 80/20 and high compliance (SOX)
- Architect restructuring activities yielding 4.2% payroll reduction while growing earnings 8%
- Lead HR diligence on multiple Acquisition targets, identifying & quantifying integration synergies
- Design and gain Board approval for new short and long term Executive compensation plans contributing to a 96% positive Say on Pay vote in 2017 (from 73% in 2016)
- Drive wellness strategy which returned \$3M in 2017 & 2018 by decreasing PEPM health care costs
- Direct all aspects of facilities operations, improvements and real estate transactions

**Selected Accomplishments**

- Acquired new talent in the CFO and GC roles and upgraded functional leadership across all businesses
- Redesigned sales compensation; improving productivity per rep and generating operating income growth while increasing engagement and retention from <50% to over 90% in 2018
- Implemented Dupont STOP and Humantech ergonomics programs driving over 2500 observations Enterprise-wide and an incident rate less than 60% of industry benchmarks
- Implemented Ceridian HRIS, adding Business Intelligence with zero operations downtime



**Cardinal Health, Inc. (acquired AssuraMed in Feb, 2013) ♦ September 2011 – September 2016**

**Vice President, Global Human Resources – Cordis** Zurich, Switzerland

**Head of Human Resources** for the Class 3 Medical Device manufacturing division purchased from Johnson & Johnson for \$2B in October, 2015. Managing Director for various international entities. Strategic and operational responsibility for leading a 30 member international team providing all aspects of HR, payroll and admin services for circa 3000 employees based in 31 countries including:

- Lead HR aspects of Cordis integration and merger with Access Closure
- Establish legal entities, payroll capability, benefits plans and offices across 27 countries
- Hire diverse global leadership, including division President, Regional Commercial Presidents in Europe, Middle East, Asia and North America, Global Strategic Marketing and HR
- Lead due diligence and HR integration activities for global distribution partnerships
- Negotiate works council/union agreements in Europe and Latin America
- Drive restructuring of N American sales team, merging two product bags with sales rep training and certification, restructuring roles/territories and shifting from relationship to value selling

**Vice President, Human Resources – Cardinal Health at Home** Cleveland, OH

**Head of Human Resources and Communications** for a \$1.3B BtoB and BtoC division which was previously AssuraMed, a private equity owned business (Clayton, Dubilier & Rice / Goldman Sachs Capital). Operational responsibility for 32 member team providing all aspects of HR, Communications, Public Relations, Facilities, payroll and admin services for 1500 employees across 13 locations including:

- Drive talent management process which promotes ~20% of employees each year
- Lead HR due diligence and integration activities for 3 acquisitions adding \$400M in revenue
- Primary contact with Board Compensation Committee and for PE Operating Reviews
- Chair Retirement (401k) investment Board and benefits design committee
- Employee ombudsman with oversight direction for ethics and compliance investigations
- Champion community outreach, donating over \$50,000 and 10,000 volunteer hours annually

**Selected Accomplishments**

- Built international HR team by hiring diverse talent in Europe and Asia, creating external partnerships, defining functional strategy/objectives and establishing operating best practices including standard work
- Drove manufacturing labor transition for 1600 employees in Juarez, Mexico including rating and placement, cross training, outplacement and union relations strategy
- Consistently recognized for top Manager Effectiveness scores via annual Employee Engagement survey
- Led talent acquisition group driving over 500 hires annually with 90+% year 1 retention
- Initiated proactive Wellness strategy which drove year over year reduction in employee health care costs and resulted in \$35M premium in AssuraMed business sale price

**Hewlett-Packard Company ♦ October 2009 - September 2011**

**Human Resources Leader** Palo Alto, CA & Houston, TX

**Strategic HR Leader** in the \$21B Enterprise Servers, Storage and Networking business unit within HP. Operational HR responsibility for over 15,000 employees in the sales, marketing, operations, supply chain, customer support and quality areas including:

- Lead a global sales productivity transformation including process redesign, metrics/target development, staffing models, onboarding and performance management structures
- Design and implement multiple functional realignments to drive global capability, consolidate resources, enable entry to new markets and increase operational efficiency
- Enable organization integration of multiple acquisition targets including ProCurve & 3Com
- Manage a talent development process which captures and shares critical IP across the organization



### **Selected Accomplishments**

- Led global supply chain labor strategy; reduced costs by \$3M while also enabling 8% growth
- Created engagement strategy across functional teams and institutionalized communication structure to drive key messages to all employees; held attrition to < 10%
- Created Industry Marketing and Indirect Channel organizations - recruited leadership, established operating structure, set strategic objectives & enabled entrance into new Industry segments

### **NCR Corporation, New York, NY ♦ November 2007 – October 2009**

**Vice President – Global Human Resources**    *New York, NY & Dayton, OH*

**Head of HR** for global Sales, Marketing and Professional Services, managing Human Capital and driving key business priorities throughout the \$5.4B Revenue, 3000 employee market division; Manage 21 member HR team in US, Brazil, Cyprus, UK, China, Singapore, Australia and Japan; Member of SVP Sales' leadership team responsible for HR strategy, including:

- Drive sales productivity and continuous improvement culture as “stand in” Sales Operations VP
- Ensure continuous talent development of skilled executives through workforce planning and succession strategies resulting in 70%+ internal placements for senior executive vacancies
- Integrate new talent from multiple acquisitions; identify and rationalize redundant capability

### **Selected Accomplishments**

- Enabled \$425M (8%) revenue growth following organization transformation from SBUs to functional groups – built leadership teams in all market segments globally
- Completed 294 external hires in 2008 while reducing time to fill year over year by 38%, increasing diversity and decreasing undesired attrition to less than 5%
- Championed professional services off shoring; increased revenue \$23M; reduced expense \$3.5M
- Key driver of \$980M Operating Income in 2008 through focus on sales productivity – improved expense to revenue and gross margin, increased revenue and operating income per employee, top graded 6% of the sales organization; all while maintaining quota coverage at 101%+

### **MEI Conlux - Bain Capital Private Equity, West Chester, PA ♦ June 2006 – Nov 2007**

**Formerly a division of Mars, Incorporated ♦ Jan 2004 – June 2006**

**Vice President – Global Human Resources and Administration**

**Board of Directors – MEI UK International, Ltd. and MEI SAS, France**

**Executive team member leading HR and administrative services** for \$400M, 1100 headcount, global electronic payment systems business including:

- Led all HR aspects of merger and acquisition strategy and diligence; purchase decision maker; mapped intellectual capital and created strategy for knowledge transfer and critical IP protection
- Drove Human Capital strategy and organization design; program managed closure of manufacturing facilities in US and UK during production relocation to Mexico and transfer of R&D/Engineering intellectual capital from Europe to the US
- Direct strategy/tactics with external legal counsel - trade secret, employment & contract litigation
- Led various union/works council negotiations and employee notification/consultation processes

### **Selected Accomplishments**

- Drove business-wide profitability through shift of guaranteed to variable compensation tied to profit growth – MEI 2% operating loss in 2003 transformed to 18% operating profit in 2007
- Designed functional scope and integration plan for global SAP enterprise HRIS implementation
- Created global sales incentive program – generated 16% growth and \$10.5M additional EBIT
- Recruited Executive leadership for two global market segments (58% and 36% revenue growth in 2006), engineering (drove on schedule \$25M+ product development) & operations (transitioned MEI Lean Manufacturing variant of Toyota Production System from Japan to Mexico facilities)

**Mars, Incorporated - Information Services Division, McLean, VA ♦ March 1998 – Jan 2004**

**European Human Resources Director** *Winnersh, UK*

Theater HR Head for the Information Technology Division of a \$13B, 34,000 associate consumer goods manufacturer (FMCG); led multi-national HR team supporting 27 manufacturing sites in Europe and C.I.S., managed \$12.5M budget and labor relations strategy for European works councils

**Human Resources Manager** *West Chester, PA*

Managed all human resource functions for 250 associates across 12 sites in North and South America; led talent acquisition and development teams responsible for new site openings

**Talent Development and Communications Manager** *Mount Olive, NJ*

Led regional learning and development function; established commercial agreements, built preferred supplier network, drove business communication strategy, created business identity & external brand

**Selected Accomplishments**

- Enabled 90% growth of Information Technology development group through creation of virtual organization structure spanning Europe, C.I.S., Middle East and South Africa
- Created new centralized South American IT organization through the integration of 50 technical and management associates from various operating divisions in multiple countries

**AlliedSignal, Inc., Morristown, New Jersey ♦ Jan 1996 – March 1998**

**HR Manager, Fluorine Products** *Baton Rouge, LA*

Led HR for hazardous chemical production facility; established guidelines to achieve Six Sigma initiatives, managed labor relations strategy for 400+ Teamsters (primary union leadership contact & grievance rep.), designed plant health & safety structure, public information officer during incidents

**Staffing Leader, Polymers** *Richmond, VA*

**Senior Staffing Representative, Corporate** *Morristown, NJ*

Developed and led staffing strategy for \$2B, 9 site manufacturing/R&D Division and Corporate shared services group; developed metrics, Project managed improvements to staffing IT systems

**Selected Accomplishments**

- Recruited 108 professional employees in 12 months across all functional areas as a member of shared services staffing group – reduced cost per hire by 20% and increased diversity by over 5%
- Increased staffing team productivity 57% while maintaining a 92% retention rate

**The Wiz Distributors, Inc., Carteret, New Jersey ♦ Oct 1993 – Jan 1996**

**Manager, Corporate Recruitment**

**Regional Human Resources Representative**

Managed recruiting for 34 retail locations, 3 regional distribution centers and corporate headquarters for this 3500 employee North East region consumer electronics retailer; evaluated and redesigned department compensation structures to ensure market competitiveness

**Education:**

**Rutgers University - School of Management and Labor Relations**

**M.S. Human Resource Management (1996)**

**University of Illinois at Urbana-Champaign**

**B.S. Psychology (1993) - Emphasis in Industrial/Organizational Psychology**