

## **Michael J. Dreikorn, Ed.D.**

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### **Industry Recognized, Award-Winning Global Business Development, Production, Quality, Operations and Compliance Leader**

**Doctor of Education in Human Resource and Organizational Development.**

**Known as the business leader called on by governments worldwide to resolve regulatory and compliance issues based on reputation for vast knowledge, experience and expertise.**

**Providing leadership and technical investigation into complex issues within the Aviation, Space, Defense and Maritime industries, as well as highly regulated High-Tech industries.**

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### **Professional Awards**

- ⊕ Fellow: American Society for Quality (2013)
- ⊕ The William Goeller Award of Excellence: American Society for Quality, Aviation, Space & Defense Division (2009)
- ⊕ Service Award: International Aerospace Quality Group (2004)

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### **Overview: Experience, Skill, Expertise**

- Knowledge Management System Design & Deployment and Certification (FAA, EASA, CASA, NASA, DoE, MoD, DoD)
- Supported various Aviation, Defense, Maritime and Nuclear products and organizational systems
- Readily learn new and evolving technologies and applications across a diverse range of products
- Breadth and depth of experience in nearly every area of the Aviation, Space and Defense industry including the regulatory side
- Served as FAA's second in command for Production and Airworthiness, rising all the way from helicopter mechanic and advancing steadily to higher levels of responsibility and specialty.
- Engaged successfully with numerous foreign governments
- Perspectives cross value and business streams from horizon to depths of work
- Known for bucking the system and changing the rules of the game to typically positive outcomes
- As VP of Quality for a major jet engine manufacturer, led all areas of quality, including supplier control, laboratory services, production, development, testing, and certification to ensure effective program execution of new and existing product lines at Pratt & Whitney (ie, rocket engines, fighter jet engines, and turbo fans for Airbus and Boeing installations)
- Member of the Organizational Safety Board and Material Review Board of Pratt & Whitney, held designation as the ultimate authority for declaring aircraft airworthiness
- In response to urgent industry-wide issues, represented corporation to industry and government to develop universal solutions, including the Fastener Quality Act
- Supported policy and regulation development regarding aircraft design and production systems for the U.S. Civil Aviation industry, while working for the FAA

- Led the FAA’s National Production Surveillance Program (ACSEP), establishing an annual risk-based evaluation schedule
- Harmonized production oversight practices internationally with assistance to civil aviation authorities of Brazil, Israel, France, and UK in deployment of their national production oversight programs
- Oversaw the commercialization of products using rare-earth magnets to establish micro-positioning capabilities for application in multiple industries, ie, Space, Aviation, Defense, Intelligence, Automotive, and Printing
- Ensured product and system compliance of 36 suppliers in 12 countries and coordinated technical resources to ensure on-time quality delivery, as Quality Procurement Specialist, located in Europe
- Performed product verification on the guidance system of the “Peacekeeper” (ICBM MX) missile

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## Highlights

- ❑ Led design, production and quality systems for the greenfield start-up of a European commercial aircraft interior manufacturer, resulting in the Boeing President’s Award for 100% on-time delivery with 100% quality within 24 months
  - Secured Boeing and FAA production approval within 12 months of site selection
  - Obtained certification as FAA-approved 14 CFR 145 repair station within 18 months
  - Located and built facilities to enable cost-effective production of European designs in the U.S.
  - Ensured conformance of design and production of manufacturing and test equipment delivered on-time and within budget
- ❑ Created the innovative Customer Pain Index to provide quantitative measurements of a range of areas, prompted by learning that customers still felt overall performance had not improved despite year-over-year reductions in quality escapes — Pratt & Whitney
  - Resulted in 45% improvement in pain index metrics within three years
  - Success of the tool, which is still in use after 20 years, prompted organizations in other industries to produce their own versions
- ❑ Conceived and developed an industry-wide body of knowledge aimed at the Aviation, Space and Defense industry practitioner, a years-long personal project that evolved into an industry standard
- ❑ Recommended by a 4-star admiral, recruited by the Secretary of the Navy to serve on a technical advisory committee to identify solutions to acquisition challenges
- ❑ Named as one of only 200 worldwide fellows with the American Society for Quality based on efforts to mentor young professionals and defining paths for career advancement
- ❑ Author of 3 published books including “Synergy of One” (See Below)
- ❑ Received the highest vote-to-election investment return as a candidate for Congress in 2015, making the final 4 out of initial field of 16, winning 11% of the vote with only \$35,000 against opponents with millions to spend
- ❑ On becoming the top quality executive for a major aerospace corporation, was immediately confronted with over 14,000 decades-old work procedures and processes, and challenged team to pare down to 1,200 within 12 months, completing successfully without compromising throughput, quality, or compliance
  - Saved an estimated annual \$2M in administration fees, and gained \$10M in efficiencies

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## Leadership Character

- ☑ Viewed as a visionary, honorable leader with an intuitive and insightful understanding of human nature and psychology
- ☑ A supreme multitasker with one eye on the long game and the other focused on taking immediate action who can set an organization on a new and beneficially disrupting course, and institute radical changes where warranted
- ☑ A deliberate and decisive leader who consistently wins trust and buy-in from the greater organization
- ☑ A rapid learner and highly creative thinker who makes fruitful connections never before considered

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## Career History

The IPL Group, LLC, Bokeelia, FL 2002 – Present  
*Aerospace and Defense Consulting firm providing Auditing, Training, and Engineering, ASD Experts, and Expert Witness Services.*

### **President**

Pratt & Whitney, Hartford, CT 1998 – 2002  
*Aircraft Engines and Space Propulsion.*

### **Vice President Quality Assurance and Product Integrity/Regulatory Compliance**

- Managed \$26 million annual organizational budget and over 400 employees

Federal Aviation Administration / US Civil Aviation Regulatory Authority, Washington, D.C. 1995 – 1998  
**Assistant Division Manager, Production and Airworthiness (AIR-201)**

### ***Additional Relevant Experience***

Edge Technologies Advanced Positioning/Sensor Systems, Ames, IA  
*High-tech micro-positioning research and development organization.*

### **Director Quality and Operations**

Buderus Sell Aviation Commercial Aircraft Interior Structures, Wichita, KS  
**Director Quality and Operations**

McDonnell Douglas Aircraft, Long Beach, CA / Switzerland  
T-45 and Commercial Programs (MD-90/MD-11)

### **Quality Section Manager / Quality Procurement Specialist**

Northrop Electronics Division, Hawthorne, CA  
**Quality Engineer, MX Missile Program** (Class 1000 Clean Room Environment)

Airspur Helicopters, Los Angeles, CA  
**Helicopter Mechanic (Certified Airframe and Power Plant Mechanic)**

**US Army Non-Commissioned Officer-In-Charge (NCOIC)** 7+ years  
Helicopter Operations, Maintenance, and Inspection (West Germany)  
Helicopter Mechanic, Crew Chief, and Technical Inspector

- ⊕ Received a variety of medals and awards

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## Education & Certifications

Doctor of Education in Human Resource and Organizational Development  
The George Washington University, Washington, D.C. (2009)

UTC Executive Program (Certificate)  
Darden School of Business, University of Virginia, Charlottesville, VA (2002)

Masters of Science in Management  
Friends University, Wichita, KS (1994)

Bachelor of Science in Professional Aeronautics  
Embry-Riddle Aeronautical University, Daytona Beach, FL (1988)

## Certifications

- ⊕ Federal Aviation Administration: Airframe and Power Plant Mechanic (1983 - Present)
- ⊕ Federal Aviation Administration: Inspection Authorization (1987 - Present)
- ⊕ Federal Aviation Administration: Designated Airworthiness Representative – Unlimited Manufacturing Ratings (DAR) (2003-2008)
- ⊕ International Register of Certificated Auditors: Lead Auditor – Aerospace Quality Management Systems (1993-1999)
- ⊕ International Civil Aviation Organization (ICAO): Trainer Plus Certified Training Developer (2013 – Present)
- ⊕ US Department of Labor: Journeyman Helicopter Mechanic (1986 - Present)

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## Key Competencies A-Z

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| • Certification and Knowledge Management             | • Civil Regulatory Requirements                             |
| • Commercial Management                              | • Compliant Technology Transfer                             |
| • Contract Negotiations with Suppliers and Customers | • Design Control, Production and Repair Systems Development |
| • Export Control Monitoring                          | • FAA and EASA Certification Project Management             |
| • FAA Product Certification                          | • Intellectual Property Valuation                           |
| • ISO9001 Compliant Management System Development    | • Lean Six-Sigma Team Leadership                            |
| • Maintenance Management                             | • Management System Development and Compliance              |
| • Mergers & Acquisitions Due Diligence               | • Military Contract Requirements                            |
| • Organizational Development                         | • Product Commercialization                                 |
| • Product Integrity                                  | • Production Method Development                             |
| • Quality Assurance, Control Processes, Standards    | • Quality ERP/SAP Deployment                                |
| • Regulatory Compliance                              | • Risk & Gap Assessment                                     |
| • Service and Product Management                     | • Supplier Cost Compliance                                  |
| • Supplier Quality Management                        | • Supply Chain  |
| • Technical Process Risk Assessments & Audits        | • World Class Work Force Development                        |

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## Special Appointments

- ⊕ Co-evaluator (SME) for the Abu Dhabi Excellence Award (2017) regarding it Ports Authority
- ⊕ Co-evaluator (SME) for the Sheik Mohammed bin Rashid Government Excellence Award of the General Civil Aviation Authority of the UAE (2016)
- ⊕ Appointed by the Secretary of the Navy to the Expert Consulting Team Advisory Committee to Investigate U.S. Navy Acquisition Processes (2009)
- ⊕ Leader of Blue Ribbon Investigation Panel for Lycoming Engines Crankshaft Failures (2002-2005)

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## Publications

- *The Standard of Knowledge for the Aviation, Space and Defense Industry Quality Practitioner: The AS&D Quality Body of Knowledge (BoK): Version 1 (The CPK Publishing, 2012) Book*
- *Development and Sustainment of Process-Based Ontological Engineering based Bodies of Knowledge: KMS 10001:2011 (The Center for Professional Knowledge, 2011) Standard*
- *The Aviation, Space and Defense Industry Quality Body of Knowledge (BoK) – General Narrative of the AS&D Quality Profession: ADLI-Q001:2011 (The Aerospace and Defense Learning Institute, 2011) Standard*
- *What's on the horizon: More changes in the air for the U.S. aviation industry (Quality Progress, November, 2009) Journal Article*
- *Exploring the application of process mapping in the ontological engineering of a Body of Knowledge of the Supplier Quality Engineer profession (The George Washington University, December 5, 2008) Dissertation*
- *Operationalizing Communities of Practice (Chief Learning Officer, October 2007) Journal Article*
- *The Synergy of One: Creating High Performing Sustainable Organizations through Integrated Performance Leadership (Quality Press 2004 Book)*
- *Turbulence Forecasted for AS&D Industry: (Quality Progress, March 2004) Journal Article*
- *ASQ Comment on Columbia Shuttle Accident Report (Quality Progress, September 2003) Journal Article*
- *Aviation Industry Quality Systems: ISO9000 and The Federal Aviation Regulations: (Quality Press/TSI, 1995) Book*

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## 25 Major Conference Presentations

1. *Understanding Product Liability Risks Associated with Special Conditions in Civil Aviation Design Approvals; The 10<sup>th</sup> Annual McGill Conference on International Aviation Liability & Insurance; Montreal, Canada (Jun 2017)*
2. *Personal Responsibility for Professional Growth and Performance; The American Society for Quality Technical Communities Conference; Orlando, FL (Oct 2014)*
3. *Identifying and Managing Risk in the Aviation and Aerospace Industry: Evolving Compliance Challenges; Product Liability Conference of the Defense Review Institute; Las Vegas, Nevada (Apr 2012)*
4. *Understanding and Managing Changes in the Aviation Industry; The 18<sup>th</sup> International Conference of the Israel Society for Quality (Nov 2010); Tel Aviv, Israel*
5. *"The Synergy of One" as it Applies to the Aerospace Industry; 17<sup>th</sup> Annual International Conference on ISO 9000 (Mar 2009); Orlando, Florida*
6. *The Aging AS&D Workforce: Developing a Process-Based Body of Knowledge for the AS&D Industry; 2008 Conference on Quality for the Space and Defense Industries (Mar 2008); Cape Canaveral, Florida*
7. *Leading in a Climate of Change (Keynote Address); American Society for Quality – Management Division Conference (Feb 2008); Orlando, Florida*
8. *Managing Value Stream Risk; Society of Automotive Engineers AeroTech Congress (Sep 2007); Los Angeles, California*
9. *Applying Root Cause and Corrective Action in the Aerospace and Defense Industry; NASA Quality Leadership Forum (Mar 2007); Cape Canaveral, Florida*
10. *Developing an Industry Certification Scheme: An update to the Development of the Aviation, Space & Defense Body of Knowledge; 2007 Conference on Quality for the Space and Defense Industries (Mar 2007); Cape Canaveral, Florida*
11. *Integrating Reliability and Building a Safety Culture: Systems and People; 2006 Aviation Week Lean Six Sigma Forum (Nov 2006); Phoenix, Arizona*

12. *Managing Knowledge in the Aviation, Space, and Defense Industry*; NASA Quality Leadership Forum (Sep 2006); Los Angeles, California
13. *The Aviation, Space & Defense Body of Knowledge*; 2006 Conference on Quality for the Space and Defense Industries (Mar 2006); Cape Canaveral, Florida
14. *Body of Knowledge for the Quality Practitioner*; American Society for Quality World Quality Congress (May 2006); Milwaukee, Wisconsin
15. *Integrated Knowledge Management*; American Society for Quality World Quality Congress (May 2005); Seattle, Washington
16. *Waiting for the Right Queue: Cultivating a Quality Culture That Could Keep The Maritime Industry Afloat*; American Society for Quality World Quality Conference (May 2005) Seattle Washington
17. *Leading for Performance*; Korea 2005 International Aviation Symposium (May 2005); Seoul, Korea
18. *Applying AS9100B*; NASA Quality Leadership Forum (Dec 2004); Lake Buena Vista, Florida
19. *Cost Effectiveness and Productivity: Focusing on Safety, Reliability, Maintenance and Cost Effectiveness in Today's Environment (Panelist)*; 2004 Civil Aviation Safety Symposium (Sep 2004); Dallas, Texas
20. *Leading for Integration*; 2004 Civil Aviation Safety Symposium (Sep 2004); Dallas, Texas
21. *VISION Process, Centers, and Networks*; American Society for Quality World Quality Congress (May 2004); Toronto, Canada
22. *The Synergy of One*; American Society for Quality – Management Division Conference (Mar 2004); Orlando, Florida
23. *Introducing Integrated Performance Leadership*; American Society for Quality World Quality Congress (2003); Kansas City, MO
24. *Leading for Sustainable Performance*; American Society for Quality – Flight into the Future Conference (Oct 2003), Van Nuys, CA
25. *Achieving Competitive Advantage*; 7<sup>th</sup> Annual Florida Sterling Quality Conference (Jul 1999); Orlando, Florida

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## Professional Affiliations

- American Society for Quality: Fellow (1993-present). Aviation, Space & Defense Division: Board Member (1996-2006); Chairman (2001-2006); Executive champion for the Body of Knowledge (BoK) development project (2005-2009); Education Chair (2006-2016)
- Performance Review Institute – Nadcap (SAE): Board Member (1998-2002) Responsible for bringing the UTC family of aerospace companies into the Nadcap process
- KPMG Quality Registrar: Technical Advisory Committee (1996-2002)
- International Aerospace Quality Group – Founding Council Member (1998-2002); Member (1998-present). One of the original authors of AS9100, AS9110, and AS9102
- The Aviation, Space & Defense Learning Institute – Founder/Executive Director (2005–present). Author, ADLI AS&D Body of Knowledge
- Society for Organizational Learning (at MIT): Founding Research Committee Member (1998-2002); Member (1998-2009)
- Government and Industry Quality Liaison Panel: FAA representative for implementation of Single Process Initiative (SPI) (1996-1998)
- SPI lead to the process of block changes allowing ISO9001 to replace MIL-STD 9858A in government contracts
- American Institute for Aeronautics and Astronautics: Senior Member (1993-present)
- Aeronautical Repair Station Association: Member (2004-present)
- Society for Automotive Engineers: Member (2007-present)
- Professional Aircraft Mechanics Association: Member (1987–present)
- Society of Naval Architects Quality Committee – Founding Member (2010-present)

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## Civic Engagements

- President of the Bokeelia Civic Association (2007-present)
- Board Member Freedom and Virtue Institute (501(c)3) (2016-2018)
- Commissioner for Matlacha/Pine Island Fire Control District (2015-present)
- Board Member, Greater Pine Island Water Association (2015-present)
- Candidate for Florida State Senate (2014)
- Candidate for U.S. Congress – FL CD-19 (2014)