

Dennis L. Bolles, PMP

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**2005 (May - November) American Management Association
Consulting and Training Development Contract**

Develop a three day course for PMP® Examination Preparation that includes the development of over 300 examination preparation questions and answers.

**1999 – 2001 Donnelly Corporation - Holland, MI
Role: IT Manager, Project Management Center of Excellence**

Supported a Baan ERP team implementing the system in the USA operations and developed the Cost Benefit Analysis Report for the implementation of the Baan ERP system in the European operations.

Developed and managed a virtual multi-nation information technology Project Management Center of Excellence (PMO), which provided general direction for the members of the IT organization and supervised the work of members of other business unit departments that are assigned project management responsibilities. Established PMO policies, standards and procedures for the management and reporting of projects globally. Developed and distributed a Project Management Methodology Guidelines with processes, templates and tools across the IT organization globally. Developed and provided Project Management Basic Training classes across the IT organization globally.

Led a corporate cross-functional business team through the workflow mapping of the shipping process. Workflow mapping of a consistent tracking and reporting process to eliminate short ship issues enterprise-wide results in saving millions of dollars annually. Developed and managed the project schedule.

Served on the Corporate Process Improvement Team chartered to apply six sigma practices in the development of business process improvements across the organization. Provided project management knowledge and skills to team members.

**1995 – 1999 The PCI Group, Inc. - Troy, MI
Role: Senior Program Management Consultant**

Developed and implemented a Project Management Maturity Assessment Service for General Motors Powertrain Division that included workflow process mapping of supply chain vendor's process capabilities to meet deliveries on-time and within budget. Developed and managed the project schedules for all the assessments.

Provide program management consulting services for multiple EDS IT projects. Developed and managed project master and detail schedules for all of the projects assigned to me.

Developed a Project Office project portfolio management process for a big three automotive client.

Led a virtual multi-nation project team through the development of a plan to implement GM Materials Management IT Systems in Brazilian operations. Developed and taught PMP Certification study classes, mentored and coached PCI team consultants.

**1993 – 1995 Herman Miller, Inc. /Milcare, Inc. Zeeland, MI
Role: Project Management Consultant**

Milcare, Inc. – Developed and managed a project support office created for launching a new health care system product for Milcare (HMI Subsidiary) containing high technology components. Led the business team through the development of workflow business process mapping to support the 7/24 operations required to support this new product.

Herman Miller Home Office Products - Completed Telecommuting market research and cost benefit evaluation process for the Home Office Products group.

Herman Miller Governmental Sales - Coordinated a virtual team in the development of a \$124M Social Security Administration project proposal, which included developing the workflow process required to successfully meet project deliverables, for the Governmental Sales Group that resulted in Herman Miller being awarded one of the largest governmental contract to date.

**1991 – 1993 FKI, Inc. - Grand Rapids, MI
Role: Manager Commercial Administration**

Developed and implemented a Project Management Office to formalize a project management system, which included documented processes, tools, and templates. Developed a department master schedule and report process to update the executive management team on a monthly basis.

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Hired and trained a cost estimating staff and project management staff. Developed the workflow processes for cost estimating, cost management/reporting, and management of the project to successfully meet customer satisfaction. Developed an integrated estimating system using Lotus 1-2-3 as well as a common project schedule template and supervised the development and management of all project schedules.

Simultaneously managed a multi-million dollar product development program for Honda and Toyota vehicle launch programs, with each program involving multiple car components. Developed and managed the project schedules and reporting of status to the client program manager on a bi-weekly basis. Negotiated product cost with client purchasing agents.

1989/1991 Imperial Design Service, Inc. Walker, MI - Role: Design Supervisor and Program Manager

1986/1989 Lakewood, Inc. Holland, MI — Role: Marketing & Sales Associate

1978/1986 Dynamic Design, Inc. Holland, MI — Role: Manager, Program Management Group

1976/1978 Lakewood Design, Inc. Holland, MI — Role: Owner/Operator

1974/1976 Lakewood Construction, Inc. Holland, MI — Role: Estimator and Project Manager

1969/1974 GMB Architects-Engineers, Inc. Holland, MI — Role: Program Manager, Marketing/Sales Manager (Health Care)

EDUCATION and LICENSES:

- 2000 - 160 hours Six Sigma Black Belt Training: Donnelly Corp. – Holland, MI
- 1989 - AAS General Business: Major: Management, Minors: Marketing, Math (3.98 GPA) - Davenport University
- 1986 – current Project Management Professional Certification (#81): Project Management Institute

SKILLS and ABILITIES:

- Strong analytical, interpersonal skills, team-oriented
- Ability to manage multiple stakeholders and multiple points of view
- Effectively utilize strong organization business analysis and management skills to direct diverse project teams.
- Experience in interacting with all levels of business and IT management including Directors and Senior Management.
- Work effectively at all levels of the organization to remove obstacles affecting project progress.
- Create a strong vision of what can be done and how to get it done.
- Help the organization to understand the values and benefits of change.
- Strong written and oral skills - able to clearly communicate business and technical topics to both IT and business management personnel.
- Self-starter and highly motivated who effectively applies time management and prioritization skills
- Ability to construct quality work plans and deliverables from minimal definitions and to work on multiple assignments simultaneously.
- Creative in quickly developing approaches to problems and recommending actions to management.
- Organize ideas into plans and provide the vision and leadership for implementation application and product development projects.
- Distribute knowledge and skills by mentoring, coaching, training and teaching effective project management.
- Establish and improve communication capabilities horizontally and vertically with project stakeholders.
- Proficient user of Microsoft Office 2007 and Microsoft Project 2003 products.
- Encourage and promote the recognition and reward of others accomplishments.