

ROTATION ENGINEERING & MANUFACTURING – GENERAL MANAGER & INTEGRATOR

POSITION OVERVIEW

COMPANY BACKGROUND & CULTURE

- **History of the company.**
 - Rotation Engineering (www.rotationengineering.com) was founded in 1973 as a tool and die company in Minnesota. In response to demand for single-source responsibility, Rotation added metal stamping operations in 1975. Business expanded rapidly and soon Rotation added manufacturing capabilities, including Electrical Discharge Machining (EDM) and laser equipment, press brakes and shears, welding, and machining centers. The company manufactured a wide range of parts, from filet knives to blood pumps and even some parts used in the country's defensive operations.
 - In 1995, Rotation moved into a new, custom-designed 38,000 square-foot building in Brooklyn Park, its current location. Responding to increased business, Rotation also expanded services offered to customers. This further differentiated the company and provided customers with lower costs and faster response times. These services, in conjunction with extensive manufacturing capabilities, have become the foundation of Rotation's customer appeal.
 - In 2010, Craig Komschlies purchased Rotation Engineering. Komschlies, who is the current owner and president, has over 20 years of experience in the metal stamping business.

- **Rotation Engineering Today**
 - Today, Rotation is a mid-volume metal stamping company with a state-of-the-art facility offering a complete range of manufacturing capabilities to OEMs (original equipment manufacturers) and quality manufacturers throughout the United States and beyond. From the agricultural and transportation industries to electronics manufacturing and custom tooling, it is a one-stop shop for all the custom metal stamping and precision fabrication needs of its customers.
 - Rotation is an EOS-based company (www.eosworldwide.com/)* and has a five-year growth plan to increase its business by 50%. Through a keen focus on its marketing strategy and unique combination of services, including engineering insight; cost-efficient, high quality tooling; and organizational responsiveness, Rotation is excited about its expansion.
 - **EOS, the Entrepreneurial Operating System, is a complete set of simple concepts and practical tools that has helped thousands of entrepreneurs get what they want from their businesses. By mastering this simple way of operating, leadership teams of growth-oriented companies systematically and permanently improve.)*

WHY JOIN THE ROTATION ENGINEERING TEAM?

Rotation Engineering is a growth-oriented company looking for a talented GM/Integrator who is excited about working with the leadership team to build out and execute on plans for the next chapter of the organization. Rotation's passion is building a united team that:

- Continuously improves and innovates
- Champions operational excellence
- Embraces professional growth
- Creates strong partnerships
- Cheers each other on

Rotation is looking for a capable and tenacious GM/Integrator who is aligned with the following company values:

- **Integrity:** We have strong moral principles which drive us to “do the right thing” for our customers and one another.
- **Above and Beyond:** We are motivated and committed to doing not just what is required, but what is needed. We strive to exceed expectations!
- **Customer-Driven:** We think like our customer and make decisions with their satisfaction being the goal.
- **Attitude is Everything:** We use an enthusiastic and energetic approach to meet challenges with a willing and positive attitude. “Let’s do it!”
- **Team First:** We work together for the betterment of the company, respecting each other’s roles and abilities while always doing our individual best for the collaborative success of the team.

POSITION BACKGROUND

- **Location:** 8800 Xylon Avenue North, Brooklyn Park, Minnesota 55445
- **Travel:** 10%
- **Key stakeholders.**

As the GM, you would report to the President. You will work closely and collaboratively with leaders from the Operations, Quality Assurance, and Sales departments, including:

- **Craig Komschlies, Owner and President/Visionary**
 - <https://www.linkedin.com/in/craig-komschlies-a9b1127/>
- **Rich Neubauer, Operations Manager**
 - <https://www.linkedin.com/in/richard-neubauer-6226a945/>
- **Steve Druen, Quality Assurance Manager**
 - <https://www.linkedin.com/in/steve-druen-23a28448/>

- **Jennifer Henderson, Interim Sales Manager**
 - <https://www.linkedin.com/in/recruiter-and-sales-consultant/>

POSITION OVERVIEW

Purpose of Your Role

Under the direction of the president, your key responsibility is delivering on Rotation Engineering's core focus and responsibly growing the company through effective management of people, systems, and technology. To be successful in this role, you will drive and/or adapt to strategic shifts in the company's business model and lead change within the organization.

■ **Your 5 Core Functions:**

- Provide leadership in the process of setting and implementing the strategic direction of the business and align resources accordingly
- Lead, manage and hold accountable all leadership team members for achieving agreed-upon commitments
- Execute the business plan, achieving or exceeding planned P&L objectives
- Oversee daily business operations
- Manage talent

Key Responsibilities

As the GM and Integrator, you will serve as a catalyst, operator, and strategist.

■ **Catalyst**

- Serve as business partner to the leadership team, including the areas of finance, operations, quality, and sales & marketing
- Drive execution and tempo; provide focus for the leadership team, managers, and staff
- Set the tone on the leadership team to foster ethical and responsible decision-making
- Establish accountability for results

■ **Operator**

- Faithfully execute the business plan, achieving or exceeding P&L objectives
- Lead, manage and hold accountable all leadership team members for achieving agreed-upon commitments
- Achieve quarterly goals and one-year plan
- Manage the company scorecard and monitor performance against key metrics
- Integrate all major operating functions of the business

- Resolve issues effectively – seeing real problems, being comfortable with conflict, calling out the problems, and solving the problems in a practical and healthy manner. Ensure the leadership team is healthy, functional, and cohesive
 - Ensure that everyone is truly following and adhering to the company’s core processes and operating system with consistency. Demonstrate effective project management skills
 - Demonstrate a relentless obsession with values alignment, focus, simplicity, and clarity
 - Confirm that all key messages are properly and consistently cascaded across the organization. Inherently ensure that everyone is in the know. Verify that a high level of effective communication exists throughout the organization
 - Oversee daily business operations
 - Manage leadership meetings
 - Coordinate efforts by establishing/upgrading policies and practices for purchasing, production, marketing, sales, HR, finance, and safety responsibilities
 - Manage competing priorities and risks; filter and prioritize the most important activities that will lead to the biggest results
 - Budget and effectively manage resources to protect the organization’s assets and ensure profitability targets are achieved. Balance capabilities, costs, and service levels to fulfill the organization’s responsibilities
 - Focus on talent management (recruiting, hiring, onboarding, training, solving people issues, reviews, satisfaction, retention, and compensation and rewards programs)
 - Collaborate with customers, vendors, and employees
 - Other duties as assigned
- **Strategist**
 - Collaborate effectively with the president/visionary. Filter and translate ideas into functional plans for the company
 - Provide leadership to help set and implement the strategic direction of the business and align resources accordingly to achieve company targets
 - Convert vision to strategic and tactical plans
 - Work with team to analyze technology, machinery, and financial opportunities
 - Manage organization-wide change needed to achieve strategic and financial objectives

Key Performance Indicators

- Revenue and margin attainment – 20% year-over-year revenue growth in 2021 and 15% each year thereafter
- Employee satisfaction
- Customer satisfaction

- Safety – 0 injuries
- Production – on-time delivery, plant efficiency

Minimum Qualifications

- 7+ years of experience as a general manager, COO, VP of operations or similar leadership role
- Manufacturing industry experience required
- Experience as an Integrator in the Entrepreneurial Operating System (EOS) or experience akin to the Integrator role is required
- Knowledge of quality management systems preferred
- Strong knowledge of Lean tools and systems preferred
- Bachelor's degree preferred

Knowledge, Skills and Abilities

- **Knowledge**
 - Business planning and execution
 - Proven success effectively managing P&L; financial planning
 - Project management
 - Organizational development and change management
 - Performance management: coaching, mentoring, and training
 - Recruiting and staffing
 - Setting and managing to metrics
- **Skills**
 - Computer Skills (Microsoft Office Suite), JobBoss, SolidWorks and Unipoint
 - Familiarity with *DISC Relationship Strategies* a major plus
 - Ability to effectively delegate
 - Critical thinking - using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems
- **Abilities**
 - Lead cross functionally
 - See and think about the whole system
 - Have a keen sense of people: interact appropriately with multiple personality types, resolve conflict, and tap into motivations
 - Represent Rotation Engineering appropriately in all relationships/interactions
 - Develop strong and trusting relationships with team members to improve employee retention and culture
 - Use strong problem-solving and analytical skills



- Be adaptable and resilient
- Have strong decision-making abilities
- Retain composure under stressful situations
- Manage time effectively

COMPENSATION & BENEFITS

Compensation is dependent on experience and is a combination of base and annual bonus. A full benefits package is also provided.

INTERESTED? CONTACT ME TODAY.

Jennifer Henderson, President

Henderson Search

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