



## **Shirley B. Ellis**

Shirley has held a variety of positions over the course of her 30 years at Pratt & Whitney in Manufacturing, Supervision, Human Resources, Composite Engineering, and Quality. Mrs. Ellis has been working in the area of business process improvement for more than 12 years. She was part of the original team that developed and implemented the operating system called Achieving Competitive Excellence (ACE) for business processes at Pratt & Whitney. The ACE system is responsible for identifying and eliminating waste in business processes throughout the company. ACE grew to become the operating system for the parent corporation; United Technologies  
Examples of her accomplishments include:

- Assisted in the development of the 'Achieving Competitive Excellence' (ACE) operating system for UTC
- Facilitated over 40 Process Improvement Teams in the areas of Finance, EH&S, IT, Communications, and Human Resources which resulted in a savings in cost and time
- Co-Team Leader for 8 Kaizen events in composites manufacturing at Pratt Whitney Rocky Hill implementing one piece flow and eliminating several pieces of expensive equipment
- Developed and delivered ACE training to over 1,700 people throughout the world at various levels of proficiency including ACE Pilots and Coordinators
- Lead Assessor for 15 Gold assessments , trained eight new Gold assessors and performed assessments at all levels of ACE throughout the corporation including the executives levels
- Coaching the Finance, Communications, Military Security, and EH&S organizations to achieving ACE Gold
- Ito Professor for 25 sessions including 12 as an Independent Consultant for United Technologies Corporation

Her aggressive, comprehensive approach to ACE has resulted in a deeper understanding and a successful application of ACE at all levels of the corporation. Mrs. Ellis continues to work as an independent consultant as an Ito Facilitator teaching her students the value and application of the ACE tools to move their business forward.