BRIAN HANLEY

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I help founders survive their own success.

Operator and trained mediator. I build the process and the team your growth needs.

> *Every operational problem has a people component. The solutions that last solve both.*

When you are the answer to every question, the business can't outgrow you. I help leaders trust the numbers they run the business on. I'm a former plant manager who installs the cadence behind growing companies: the scorecard, the accountability, and the reporting, designed with your people, not done to them.

Thirty years across enterprise technology, regulated manufacturing and SaaS operations is what lets me see how systems, people and strategy interact at the points where most companies get stuck. I've led $100M+ operations, built BI platforms from the ground up, turned around an underperforming facility, and presented to CEOs, CFOs, boards and PE owners.

30+	$100M+	30%+	400+	Every
years running complex organizations	budgets managed	year-over-year revenue growth for a client	professionals trained	client has extended or signed a second engagement

How This Background Maps to the Work

Alignment Assessment A paid, month-long diagnostic	Finding where the process and the people are working against each other, and showing it in numbers leaders can trust. Built on enterprise BI practices, KPI frameworks and ERP and EHS deployments, and on reporting results to a CEO, a board and PE ownership.
Operations Partnership One company at a time	Installing the cadence and the team that runs it, until the business works without the founder in the middle of it. Built on a plant turnaround, leadership of both flagship plants, a post-acquisition integration of 600+ people, and operating inside a SaaS leadership team.
AI Enablement AI Quick Start and the 90/10 AI Accelerator	Start with the business problem worth solving, then ask whether AI fits. Built on an enterprise technology career, and delivered through leadership framing, governance and hands-on practitioner training.
Training and Neutral Work Collaboration training, fact-finding, mediation	Mastering Workplace Collaboration for teams, plus neutral fact-finding and facilitated mediation when conflict is blocking performance. Built on a master's in conflict resolution, a place on Minnesota's roster of qualified neutrals, and years of volunteer mediation.

Professional Experience

The Alignment Company **Founder and Principal** 2024 to Present

Operations, AI enablement and training for founder-led and family businesses of 20 to 200 people

- Builds the cadence and the team that runs it for founder-led and family-owned companies. One client grew revenue more than 30% year over year, and every client has extended or signed a second engagement.
- Designed and delivers the 90/10 AI Accelerator and the AI Quick Start: the business problem first, then whether AI fits, then onboarding teams on the platform they choose (Copilot, Gemini, Claude or ChatGPT).
- Trains leadership teams through Mastering Workplace Collaboration, including all 90 members of the Minnesota State Fair team, where the work continues into 2027.
- Serves as a qualified neutral for organizations in conflict, and facilitates family business governance work and peer groups for founders and solo entrepreneurs.

Pantheon **Director, Business Operations** 2021 to 2024

Enterprise SaaS: strategic operations, customer retention, cross-functional delivery

- Reported to the CFO as a cross-functional integrator across Professional Services, Sales, Product and Customer Success, and advised executive leadership on services strategy and market positioning.
- Redesigned a revenue-critical overages program, moving enforcement compliance from 12% to 90%+ while improving customer transparency and internal accountability.
- Directed the Red-to-Green initiative for at-risk accounts, integrating technical, success and services teams to reduce forecasted churn by 8% in Q4 2023.
- Repositioned a struggling Managed Services product as a strategic offering for regulated clients, retaining 90% of projected revenue through an improved delivery model.
- Created and facilitated enterprise Value Workshops that clarified client outcomes and unlocked new commitments from high-value accounts. Introduced the Solutions Engineer role to bridge pre-sales strategy and delivery, improving renewal and upsell performance.

Gopher Resource **Regulated Manufacturing, Executive Roles** 2011 to 2021

Held various leadership positions based on need.

Plant Manager, Tampa, FL and Eagan, MN

- Hand-selected to lead the Tampa turnaround, then Eagan. The only leader in company history to have led both plants.
- Led each plant in turn, with 500+ employees at each, and directed a $100M+ operating budget, building the accountability systems for safety, quality and output.
- Delivered the first profitable year in the Tampa facility's history in year one, then moved to Eagan to build on its performance.
- Significantly reduced OSHA recordables while increasing production output by 4.5%. Kept the Eagan plant running as an essential operation with zero production downtime due to COVID.

Vice President, Technology and Process Improvement

- Reported directly to the CEO and presented regularly to PE ownership and the board on operational performance, strategic initiatives and company positioning.
- Unified 600+ employees after the acquisition, leading cross-functional transformation to align teams, processes and systems under new ownership.
- Built and scaled an enterprise BI practice that gave the whole organization real-time operational and strategic visibility.
- Led plant and safety and compliance diligence for the sale of the company, positioning operational performance for prospective buyers.

Senior Director and VP, IT and Systems Strategy

- Bridged IT and operations through software development, systems alignment and infrastructure investment.
- Deployed the enterprise EHS platform (Intelex) and launched the data infrastructure behind compliance and decision-making. Designed KPI frameworks and reporting tools adopted across the business.

Earlier Career

- **Protyle**, Founder and Principal Consultant, 2012 to 2015: full-lifecycle BI and software solutions, from ETL pipelines to reporting dashboards and analytics platforms.
- **Actuate Corporation**, Technical Marketing Manager and Distributed Applications Architect, 2007 to 2011: led global strategy for enterprise BI and mobile platforms, and architected BIRT Mobile.

Education, Credentials and Community

- **Master's in the Study of Law**, Conflict Resolution emphasis, Hamline University
- Minnesota Roster of Qualified Neutrals
- Volunteer Mediator, Conflict Resolution Center of Minnesota, 2021 to present
- Franklin Covey Certified Instructor, Leadership and Team Dynamics
- Finance for Executives, University of St. Thomas