

STEVE Graham / MSc

Better systems. Stronger people. Sustainable performance.

I help organisations improve how they operate, lead and learn - combining 25+ years in quality, safety and operational transformation with a practical understanding of people and behaviour.

THE WAY I WORK

Technical discipline. Human understanding.

Improvement is more than a new procedure or dashboard. It works when organisational intent survives real operational pressure - and when people can make the system work in practice.

25+

years of experience

4

industry sectors

UK

base; international scope

MSc

Strategic Quality
Management

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AEROSPACE	AUTOMOTIVE	MEDICAL	FOOD & HOMECARE
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WHERE I ADD VALUE

Operational Excellence OBEYA, Kaizen, management routines, performance visibility and process improvement.	Quality, Safety & Risk Integrated management systems, pFMEA, control plans, audit readiness and corrective action.	Leadership & Human Performance HOP integration, trust, employee engagement and sustained change.	Coaching & Capability Quality engineer development, training, leadership reviews and team capability.
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LEADERSHIP EXPERIENCE

ATLAS COPCO Jan 2025 - Oct 2026	SHEQ Manager Site Senior Leadership Team member; led SHEQ and operational assurance in an IATF-certified automotive and industrial service environment.
CARPENTER ADDITIVE Interim: Oct 2023 - Mar 2024 Permanent: Apr 2024 - Dec 2024	Head of Manufacturing Appointed permanently after successful interim support following a US secondment. Led atomisation, powder operations and multidisciplinary engineering teams.
CARPENTER ADDITIVE Mar 2021 - Sep 2023	Director, Operational Quality Assurance and Improvement Led international QMS deployment, global AS13100 framework development and site ISO14001 implementation.

PROFESSIONAL EXPERIENCE / EARLIER CAREER

CARPENTER ADDITIVE Apr 2016 - Mar 2021	Quality Manager Led aerospace/medical quality systems, quality engineers and laboratory technicians; site safety lead.
ALPLA Apr 2007 - Mar 2016	Quality Assurance Manager Quality lead for two customer-integrated homecare packaging facilities; safety coordination and regional APQP training.
BPI (RPC) Sep 1998 - Apr 2007	Production Services Manager / earlier Process Manager Promoted from FLT Operator through technical and process leadership. Led a £33m operation; later combined QA, quality engineering and laboratory leadership in food packaging.
BRITISH ARMY Jun 1988 - Jun 1997	Royal Engineer / Lance Corporal Served in Iraq; engineering discipline, leadership and operational resilience.

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HOW I LEAD AND DELIVER CHANGE

Set direction and enable ownership I establish clear expectations and give people the authority and support to deliver. My laboratory accreditation sponsorship combined a defined route, an accountable project manager and an enabled technical team.	Build teams around the customer I connect quality activity directly to customer needs, bringing planning, qualification and problem solving into regular customer conversations. Clear ownership and visible open actions help teams respond with pace.
Turn requirements into everyday practice I translate standards and risks into procedures, process controls and working routines that people can use. From global QMS integration to critical control points embedded in 5S, the aim is consistent execution.	Make improvement visible and sustainable I use OBEYA, Kaizen, performance measures and team routines to connect priorities with action. At Carpenter Additive, this approach supported a 29% improvement in Right-First-Time over six months.

INDUSTRY EXPERIENCE

Aerospace - AS9100, AS9120 & AS13100

At Carpenter Additive, I led a team of five and deployed AS9100 and AS9120 for aerospace supply chains. During a US secondment in Pennsylvania and Alabama, I developed an AS13100 framework for global deployment, integrating requirements into the existing AS9100 QMS. I subsequently supported UK manufacturing on an interim basis before permanent appointment as Head of Manufacturing.

As senior sponsor for the powder characterisation laboratory, I set expectations and the accreditation route, with a project manager reporting to me and an enabled laboratory team. ISO17025 accreditation met a Rolls-Royce requirement and enabled commercial opportunities across space, aerospace and Rolls-Royce development projects.

Automotive - IATF16949

At Atlas Copco, I was a site Senior Leadership Team member in an IATF-certified automotive manufacturing and industrial service environment, leading SHEQ and supporting approximately 15 people across supplier quality, SHE and IATF engineering leadership.

Built a customer-focused quality team around APQP-led planning, efficient PPAP delivery and direct engagement on RFIs and problem solving. Increased project compliance and reduced field equipment concerns; established weekly customer open-point meetings to accelerate resolution.

Sponsored digitisation and quality assurance capability projects. Advanced vision systems for metrology and digital tools, including AI, for 8D investigations. Initiated and sponsored a harmonised IATF core-tools platform project, including laboratory information requirements; reviewed solutions and selected a preferred platform, ready for planning and costing. Guided supplier qualification routes and PPAP requirements, with targeted pFMEA coaching.

Medical - ISO13485

At Carpenter Additive, I managed the implementation of ISO13485 for medical supply chains and later led deployment at a US facility, with the UK operating as the central site. My responsibilities spanned quality engineers, laboratory technicians and operational specialists.

I developed procedures, reviewed process capability and assessed cleanroom risks to replicate relevant UK processes in the US operation. The US facility successfully achieved ISO13485 certification.

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INDUSTRY EXPERIENCE / CONTINUED

Food & Homecare - HACCP, ISO22000 & ISO9001

At ALPLA (Apr 2007 - Mar 2016), I led quality simultaneously across two customer-integrated homecare packaging facilities, with site safety coordination, ISO9001/ISO14001/ISO22000 deployment and regional APQP training. Worked with customers on storage and bottle silo qualification to prevent damage; qualified EBM and SBM moulds through capability studies and in-process SPC. The organisation received a customer-service award from North of England Excellence.

At BPI (Sep 1998 - Apr 2007), I progressed from FLT Operator to Process Technician, then gained promotion and relocated to lead a £33m-turnover operation as Process Manager, covering five shifts and warehouse distribution. Later, as Production Services Manager, combined QA management with quality engineering and laboratory leadership for food packaging.

Deployed WCM and developed Mission Directed Teams; successfully implemented HACCP with critical control points embedded in 5S. Experience included ISO9001, ISO22000, BRC-IOP and Navision ERP super-user responsibilities.

EDUCATION AND CREDENTIALS

Education

MSc Strategic Quality Management - University of Portsmouth

Quality Systems and Auditor Training

AS9100 Management System Auditor/Lead Auditor - TEC Transnational

ISO9001 Lead Auditor - TÜV NORD

ISO22000 & PAS223 Lead Auditor - TÜV NORD

AS13100 Quality Foundations and Supplemental Quality Management System Requirements - SAE International

Safety, Food Safety and Human Performance

NEBOSH Level 3 Certificate in Occupational Health and Safety

Health, Safety and Environmental Lead Auditor Training - TÜV NORD

Essentials in HACCP Practice - Royal Society for the Promotion of Health

Advanced Error Reduction in Organisations - Fisher Improvement Technologies; covering deviation analysis, effective written guidance and basic cause analysis

Technical Development

CMM & Data Processing - Mitutoyo UK

Polymer Technology - British Polymer Training Association

CONSULTING AND ADVISORY

Associate consulting, advisory, coaching and teaching drawing on a practitioner record in quality, safety, operational improvement and people-centred leadership. The focus is helping leaders and teams make improvement practical, visible and sustainable.

FOUNDER / EMPOWERENGAGE

Trust first. Engagement enabled.

Developing a methodology exploring how trust, empowerment and organisational intent translate into everyday work. Current development includes a structured diagnostic, baseline/pulse/event question pathways, early Excel and web MVPs, and a related learning and advisory offer.

EmpowerEngage is a related venture in development; the personal profile and professional track record lead this CV.