

# CEDRIC D. GEORGE

MAJOR GENERAL  
UNITED STATES AIR FORCE

**Hometown**  
Fayetteville, NC

**Currently Serving In**  
Washington DC

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## EDUCATION

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**Master of Resource Strategy**, *"With Distinction"*, Eisenhower School for National Security (Washington, D.C.)

**Master of Strategic Studies**, Air University (Montgomery, Alabama)

**Master of Military Operational Art and Science**, *"With Distinction"*, Air University (Montgomery, Alabama)

**Master of Science in Management**, Troy State University (Montgomery, Alabama)

**Bachelor of Science in Electrical Engineering**, Norwich University (Northfield, Vermont)

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## SENIOR EXECUTIVE EXPERIENCE

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### Chief Executive Officer, George Consulting Group, LLC

2019-Pres

- Provides executive advice and coaching to leaders in the public and private sectors, with a specific focus on *strategy planning and implementation, transformation, customer obsession, process discipline and value creation* in markets driven by volatility, uncertainty, complexity and ambiguity.
- Senior advisor to startups leaders seeking to market disruptive technologies, *innovation* and agile approaches to the Department of Defense (DoD) and other federal sectors.
- *Connects and translates* DoD and federal needs with private sector proven technologies and agile approaches
- TS/SCI Senior national defense executive with 32+ years of Department of Defense, interagency and legislative experience. Achieves proven results leading *large, complex*, geographically-dispersed organizations with a *diverse and inclusive* workforce in high-pressure environments.
- Keynote speaker, executive coach and *lifelong learner* driven to *make the world a better place...together!*

### Director of Logistics, United States Air Force, The Pentagon

2018-2019

- Senior advisor to 3-star Deputy Chief of Staff leading 230,000 Airmen and their family members.
- Oversaw 180,000 employees, keenly managed \$21B annual budget, while serving 100+ campuses worldwide.
- *Built and implemented strategic plans* for all Air Force maintenance, munitions, materiel management, fuels, vehicle management and operations, distribution, personal property and passenger traffic management, ensuring the readiness of the single largest element of manpower supporting combat forces globally.
- Served as Air Service senior official, *overseeing coalition partner global growth* and mission interoperability.
- Traveled 120,000 miles per year to put eyes on mission generation and deliver more than 30 inspirational talks to college-aged American Airmen stationed around the globe. *Global leadership rooted in experience.*
- Served as Basing and Logistics Working Group Chairman, facilitates *shared governance* across 20 diverse geographically-separated stakeholders. Provided advice to 3-star Logistics Board on issues related to *technology, investments, innovation, combat readiness and fleet sustainment. Drove value that matters.*
- Recognized by the Secretary Air Force for being *"THE transformational change agent for our Air Force"*
- Recognized as one of only 100 federal-wide employees to earn the coveted **2019 Fed 100 Award**.
- Awarded **Air Force Distinguished Service Medal** at retirement ceremony and team won the **2018 Air Force Outstanding Unit Award**.

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### Deputy Director, Resource and Integration (Logistics CIO), The Pentagon

2014 - 2018

- Senior advisor to 3-star Deputy Chief of Staff leading 230,000 Airmen and their family members.
- Oversaw 100 employees, \$300M annual budget, serving 100+ campuses worldwide. Chartered with *prioritizing, modernizing and driving down the operating costs* across 300+ legacy Logistics IT Systems
- Wrote *Air Force Logistics Technology Transformation Strategic Plan*, linking logistics *innovation* efforts to modernize processes and management approaches to the *United States Air Force's Strategic Master Plan*.
- Instituted a *prioritized portfolio management strategy* that used cloud hosting to consolidate IT systems, resulted in closing 39 legacy systems and savings of \$9M annually. *First real consolidations in over 20 years!*
- Developed *creative ways to partner* government and industry experts to deliver *value that matters to Airmen*.
- Partnered with *best of breed* industry to launch first-ever National Security Agency-certified Battle Record Information Core Environment (BRICE) App allowing maintainers to document repair actions in real time.

**Deputy Director, Resource and Integration (Logistics CIO), (Continued) 2014 –2018**

- Keen *financial acumen and entrepreneurialism* allowed AF to *reallocate 87k man-hours and saved \$2.9M in operations costs*. Implemented a “divest to invest” strategy to *use limited resources effectively and efficiently*.
- Recognized as one of 50 national leaders honored as a **2018 National Ellis Island Medal of Honor Recipient**, one of just 4 military members. Class included Franco Harris & Admiral Michael Rogers.

**Commander, Warner Robins Air Logistic Complex, Warner Robins, Georgia 2012 –2014**

- Led 8,312 military/civilian professionals delivering combat power for America; three-time Wing Commander!
- Led depot maintenance and modifications on all Air Force C-130, C-5, F-15 fighters and U-2 aircraft.
- Improved *Depot Competitiveness and Innovation*. Improved **all** output measures across \$11B operations; *drove \$40M annual savings through data-driven process improvement and delivered 5 additional C-130s cargo aircraft to Special Operations Command early at no additional cost*.
- Team won **Aviation Week Maintenance Repair and Overhaul of the Year Award** (Best Depot Operations).
- Won **Mason Trophy for Best Depot Operations** in the entire Department of Defense—2X winner!
- Recognized as **2014 United States Air Force Stars and Stripes Black Engineer of the Year**.

**Commander, 76<sup>th</sup> Maintenance Wing, Oklahoma City, Oklahoma 2011 –2012**

- Led 9,800 military and civilian professionals delivering combat power for America; largest Air Force Wing!
- Led depot maintenance and modifications for all Air Force tankers, bombers and joint surveillance aircraft.
- Improved *Depot Competitiveness and Innovation*. Improved **all** output measures across \$16B operations; *drove \$300M annual savings through process data-driven improvement and celebrated an unprecedented 100 percent aircraft on time delivery!* Demonstrated *success leading change*.
- Brokered success by *harnessing insights across a diverse and inclusive workforce*. Implemented *The Air Force Sustainment Center Way*, an innovative process improvement approach that is now the standard for all Air Force Depots. *Optimized use of all Depot personnel, processes and resources on all maintenance shifts*
- Won **Mason Trophy for Best Depot Operations** in the entire Department of Defense—first for USAF!

**Special Assistant, Vice Chief of Staff Air Force, The Pentagon, Washington, DC 2010 –2011**

- Senior advisor to 4-star Air Force Vice Chief of Staff leading 664,000 Airmen and their families.
- Placed in tough Civil Engineering arena to help Air Force Chief of Staff and Secretary *find \$1B in efficiencies*
- Found *creative ways to leverage and grow partnerships*. Secured \$10M for key Base Operating Support upgrades in resource constrained environment; 796 contracting actions across 89 key projects.
- Built credible decision approach for more effective/efficient senior reviews; averted \$542M 5-year error.

**Commander, 11<sup>th</sup> Wing (Chief’s Own), Bolling Air Force Base, Washington, DC 2009 –2010**

- Led 1,800 personnel providing direct support to 859 discrete units, Air Force Chief of Staff and Secretary.
- Provided base operating support to 50,000 Airmen and their families in Washington DC and worldwide.
- Effectively *leveraged public and private partnerships*. Led successful \$92M housing construction effort creating 41 new general officer, 78 field grade officer quarters and renovating 47 senior officer units across 236 acres. Worked in *tandem with Air Force Corporate Board to ensure steady funding stream*.
- Led Joint Base transition combining 1,000 Airmen, 800 million dollars and 607 acres with Anacostia Naval Annex, successfully executed Congressional and Depart of Defense direction.
- *Maintained Air Force Heritage* by hosting over 5,000 Air Force Band and Honor Guard operations including high-visibility ceremonial events such as First Lady of United States visit.

**Director, Air Force Smart Operations 21, Pacific Air Forces, Honolulu, Hawaii 2008 –2009**

- Senior advisor to 4-star commander leading 45,000 multinational Airmen in combat.
- Led Air Force Chief of Staff-directed *strategy-to-task execution* pilot across 11 commands in nine months; *creative approach recognized as Air Force standard* for accountable strategic planning.
- Advised senior Commanders at all levels in Strategic Alignment and Deployment, structured problem solving, continuous process improvement and Lean tools serving across 9 campuses in the Pacific region (including two sites in Alaska, one in Hawaii, three in Japan and two in Korea).
- Led *shared governance* across multiple stakeholders. Vetted 250 *competing* process improvement ideas; secured \$109M funding; realized \$150M savings *without sacrificing mission effectiveness*
- Earned coveted **Master Black Belt certification** (1 of only 2 hand-picked Colonels to complete program).

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**PROFESSIONAL EDUCATION EXPERIENCE**

- Cyberspace Operations Executive Course, LeMay Center, Air University, Montgomery, Alabama 2017**  
 ▪ Student in 1-week, competitively selected program in cyber operations designed to provide senior leadership a better understanding of *technologies and policies* being implemented to defend and operate in cyberspace.
- Advanced Program in Logistics and Technology, University of North Carolina Chapel Hill 2014**  
 ▪ Student in 1-week, competitively selected certificate program in core logistics and *technology, organizational transformation, leadership and change management* required for executive leadership continuing education.
- Senior Executive Fellows, Kennedy School of Government, Harvard University, Massachusetts 2010**  
 ▪ Student in 3-week, competitively selected program in strategic leadership designed to *help executives analyze the challenges and opportunities* facing an organization and *master them both politically and technically*.  
 ▪ *Develop and execute strategic plans* of action using communication, negotiation and *coalition-building skills*  
 ▪ Manage the tension between long-term policy goals and short-term political pressures  
 ▪ Create an *organizational environment that is responsive to change, but also true to its purpose and traditions*
- Executive Leadership Course, Darden School of Business, University of Virginia, Charlottesville 2009**  
 ▪ Student in 2-week, competitively selected program in *strategic leadership* designed to help executives *lead from purpose, vision and values*, apply a *strategic mindset* to skillfully envision and communicate an *enterprise strategy and desired future*, and demonstrate a *global orientation to decision making and systems thinking* required to formally transition to Executive leadership
- Master Black Belt Training/Certification, University of Tennessee, Knoxville, Tennessee 2008**  
 ▪ Student in 12-month, competitively selected certification program in *process discipline and improvement* required to formally qualify for Level 2 Master Black Belt certification throughout the Department of Defense.
- Graduate Student, Senior Acquisition Course, Defense Acquisition University Wash, D.C. 2005 – 2006**  
 ▪ Student in 10-month, competitively selected concurrent 35-semester-hour graduate degree program in acquisition, required to formally qualify for senior level acquisitions throughout the Department of Defense.  
 ▪ Graduated with “**academic distinction**” in top 15% of international, multi-Service class.  
 ▪ Earned “**Top Performer**” honors and University’s **Best paper finalist** for “A Growing Concern” paper.  
 ▪ Tutored “at risk” students. True ambassador *who understood vital role Air Force plays in community*.
- Graduate Student, Eisenhower School for National Security, Washington, D.C. 2005 – 2006**  
 ▪ Student in 10-month, 35-semester-hour graduate degree program in strategic studies.  
 ▪ Graduated with “**academic distinction**” in top 15% of international, multi-Service class.  
 ▪ Earned “**Top Performer**” honors for perfect grades in four courses in highly competitive environment.  
 ▪ Lauded for *genuine collegiality, open mindedness, thoughtfulness to others ideas and teamwork*  
 ▪ Tutored “at risk” students in math and science in local inner-city school district; *service before self always*.
- Graduate Student, Air War College, Maxwell Air Force Base, Alabama 2002 – 2003**  
 ▪ Student in 10-month on-line program, 35-semester-hour graduate degree program in strategic studies.
- Graduate Student, Air Command and Staff College, Maxwell AFB, Alabama 2000 – 2001**  
 ▪ Student in 10-month, 33-semester-hour graduate degree program in military/organizational planning.  
 ▪ Graduated with “**with distinction**” in top 10%, and earned **Outstanding Contributor** in three courses.  
 ▪ Lauded for being a, “*fantastic team leader who holds strong opinions loosely...people like working with you*”.  
 ▪ Led school-wide Make-A-Difference project to *provide compassion and care for under privileged children*.  
 ▪ Received national attention as **1 of only 10 award winners in the Points of Life Foundation** competition.
- Adjunct Faculty, Park College, Alamogordo, New Mexico 1994 – 1996**  
 ▪ Taught college courses in leadership, management, organizational design and organizational behavior.  
 ▪ Received *highest student and faculty feedback for demanding yet practical course for working adults*.

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**OTHER PROFESSIONAL EXPERIENCE**


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- Commander, 35th Maintenance Group, Misawa Air Base, Japan** **2006 – 2008**
- Led three squadrons, 1,250 people, 40 F-16CJ fighters; annual budget of 1.8M and facilities valued at \$3B.
  - Realized *highest mission capable rate seen in seven years, setting the standard* within the command for 2006.
  - *Planned and executed* three process improvement events; saved 23,000 man-hours and \$8.5M annually.
  - Earned *command best* “Outstanding” on all maintenance categories during no-notice readiness inspection.
  - Garnered *three command* “Best Practices”; prepared and sent two squadrons to war the following week!
  - Unit won highly coveted **Pacific Air Forces Daedalian Maintenance Trophy** (#1 of 9 Maintenance Groups).
- Commander, 49th Aircraft Maintenance Squadron, Holloman AFB, N.M.** **2003-2005**
- Led 450 people supporting 56 F-117A stealth fighters; annual budget of \$1.7M and facilities valued at \$4B.
  - Led 2,000 people from two Navy and 12 Air Force units during RED FLAG prep for combat operations.
  - Earned “Excellent” during command readiness inspection with zero findings; generated 24 aircraft in 3 hours.
  - Recognized as **49<sup>th</sup> Fighter Wing Gen Leo Marquez Award winner** (#1 maintenance leader in Command).
- Deputy Chief, Air Superiority Division, The Pentagon** **2000-2003**
- Directed acquisition planning, programming and budgeting of revolutionary stealth F-22 and F-35 programs.
  - *Fought for and won \$200 million from Congress* to continue precedent-setting stealth programs.
  - *Delivered alternate funding strategy* to 4-star Commander; *freed up \$2.6 billion for other priorities*.
  - Team was recognized as **Verne Orr Award and Assistant Secretary Award for Leadership** (#1/16 Teams).
- Special Assistant to the Commander, Wright-Patterson AFB, Ohio** **1998 – 1999**
- Senior advisor to 3-star commander leading 11,600 people in 44 major programs valued at \$11 billion.
  - Executed a *work breakdown study of 3-star’s time and energy*; optimized time, effort and funds expenditures.
  - Led arrival, daily operations and departure of 72 distinguished visitors for high priority 4-star level visit.
  - Selected as **Air Force Material Command Company Grade Officer of Year** (#1 of 4, 827 officers)
- Chief, Logistics Operations Division, Incirlik Air Base, Turkey** **Jun1998 – Oct1998**
- Led deployed logistics operations for 23 separate unit rotations supporting Operation NORTHERN WATCH.
  - Orchestrated import and export of 100,000 individual pieces of equipment valued at \$4.6 million.
  - Brokered 200 critical parts for 10 different aircraft, \$500K tent-city assets and \$250K water distribution.
  - *Negotiated successful munitions upgrade and transfer with Turkish General Staff and Air Forces Europe*.
  - Awarded **Joint Service Commendation Medal** as a young Captain. *Interculturally proficient early on*.
- Chief, Acquisition Branch/F-22 Award Fee Program Manager, Dayton, Ohio** **1996 – 1998**
- Led 13-person team managing \$1 billion F-22 Award Fee Program; 2-star Director’s primary feedback vehicle.
  - Developed and implemented *streamlined assessment process*; *reduced report writing work 30 percent*.
  - Led campus-wide Lean journey; *wrote implementation plan and trained 320 diverse facilitators*.
  - Recognized as **F-22 Company Grade Officer of the Quarter** (#1 of 50) and **Wright-Patterson Air Force Base Martin Luther King Humanitarian Award**.
- Squadron Maintenance Officer, Holloman AFB, New Mexico** **1993 – 1996**
- Led 260-person team supporting an elite squadron of 19 F-117A stealth fighters valued at \$893 million.
  - Improved mission capable rate from 69 to 83 percent and safely produced 1,500 effective missions.
  - *Led low-visibility F-117A deployment to a classified location* with 100 percent mission effectives.
  - Recognized as **8<sup>th</sup> Fighter Squadron Company Grade Officer of the Year** (#1 of 100 junior Officers).
- Program Manager, European Intelligence Centers, Boston, Massachusetts** **1991 – 1993**
- *Led 20-person strike team on classified mission* to design, procure and install fiber optic intelligence network.
  - Completed 4-star Commander’s #1 priority Joint Analysis Center *ahead of schedule and under budget*.
- Deputy Director of Protocol, Hanscom AFB, Mass, Boston, Massachusetts** **1990 – 1991**
- Led record setting Open House for 750,000 New England visitors to *highlight Air Force mission and people*.
  - Led flawless CORONA gathering of senior global Commanders; hundreds of distinguished visitors for 7days.
- Engineer, Joint Surveillance Target Attack Radar, Boston, Massachusetts** **1988 – 1990**
- Conducted engineering analysis and simulations on \$9B joint platform—*capability increased 50 percent*.
  - Led Army-Air Force advanced radar technology insertion project weeks before Desert Storm deployment.
  - Presented *rapid technology insertion findings* at NATO Radar Symposium, The Hague, The Netherlands...*as a young Lieutenant!*
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### SELECTED PRESENTATIONS

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- "I Can See You in the Future", Keynote speaker at Civil Air Patrol National Huddle, Baltimore, MD 2019
- "Winning the War of Cognition", Keynote speaker at Norwich Speaker Series, Washington, DC, 2019
- "Mission Mobility: A War Imperative", Keynote speaker at Amazon Public Cloud Summit, 2019
- "Agile Logistics to the Order of Battle", Keynote speaker at DoD Maintenance Symposium, FL 2018
- "Culture of What If's" Keynote speaker at Logistics Officer's Association, Baltimore Harbor, 2017
- "Data to Decision" Keynote speaker at Montgomery IT Summit, Montgomery, AL 2017
- "Our Outstanding Airmen", Keynote speaker at Headquarters Air Force Medallion Ceremony, 2016
- "Driving Value That Matters" Keynote speaker at Armed Forces Communications and Electronics Association, Warner Robins, GA 2016
- "What About Me Must Stay the Same? What About Me Must Change?" Commencement speaker at Middle Georgia State College Morning and Evening Commencements, Macon, GA 2015.
- "What Would Our Founding Fathers Remind Us Of?" Norwich Tri-Service Awards Ceremony, 2016
- "Remember!" Keynote speaker at Middle Georgia State College Martin Luther King Celebration, 2013
- "Sending Warriors Into Harms Way" Keynote speaker at Requirements Symposium, Perry, GA. 2012
- "May the Odds Be Ever in Your Favor" Keynote speaker at Officer's Spouses Scholarship Banquet, 2009

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### SELECTED PUBLICATIONS

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- George, Cedric D. (editor). *U.S. Air Force Logistics Technology and Information Technology Insertion Strategy*. Logistics Board, 2017.

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### NOTABLE ACCOMPLISHMENTS

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- United States Army Airborne School, Ft Benning Georgia, 1986.
  - United States Army Air Assault School, Ft Rucker, Alabama, 1991.
  - 49th Fighter Wing African American Officer of the Year, 1994.
  - 8th Fighter Squadron Company Grade Officer of the Year, 1995.
  - Wright-Patterson Air Force Base Martin Luther King Humanitarian Award, 1997.
  - Air Force Material Command Company Grade Officer of the Year, 1998.
  - National Points of Light Foundation Award Recipient, 2000.
  - Assistant Secretary Verne Orr Award, 2000.
  - Assistant Secretary Award for Leadership, 2001 and 2002.
  - 49th Fighter Wing Lieutenant General Leo Marquez Award, 2004.
  - Pacific Air Forces Clements McMullen Daedalian Weapon Systems Maintenance Trophy, 2006.
  - Air Force Outstanding Unit Award with One Oak Leaf Cluster, 2006.
  - Threw First Pitch, Washington Nationals Military Appreciation Day, 2009.
  - Department of Defense Mason Trophy (Best Depot in DoD), 2013.
  - Aviation Week Maintenance Repair and Overhaul of the Year Award, 2014.
  - Department of Defense Mason Trophy (Best Depot in DoD), 2014.
  - United States Air Force Stars and Stripes Black Engineer of the Year, 2014.
  - Celebrity Guest & Parade Grand Marshall, Perry Peach Festival, Perry, Georgia 2014.
  - Air Force Organizational Excellence Award with one oak leaf cluster, 2014.
  - Ran and completed Air Force Marathon (first full marathon), 2014.
  - National Ellis Island Medal of Honor Recipient, 2018.
  - Fed 100 Award, 2019.
  - Air Force Outstanding Unit Award with Second Oak Leaf Cluster, 2019.
-