

BUSINESS PROCESS AND INFORMATION TECHNOLOGY MANAGEMENT

Senior Business Process and Information Technology leader with diverse experience in the insurance industry. Ability to formulate a vision, develop set of strategies and tactical agenda necessary for implementation; marrying technical solutions to business visions. In-depth understanding of the personal lines P&C industry translates into well-founded technical strategies that support and enhance business goals. Proven ability to lead and motivate large organizations by orchestrating numerous activities contributing towards the long term vision.

- Strategic Thinking, Planning, Visioning
- Business Process Improvement
- Project Management
- Talent Development
- IT Governance and Prioritization
- Leadership
- Communications
- Application Development
- Change / Problem Management

SIGNIFICANT ACCOMPLISHMENTS

- Progressive's Agent portal, www.foragentsonly.com, has won multiple awards
- Progressive's direct to consumer website, www.progressive.com, has won multiple awards
- Led, shepherded and nurtured technology transformations for policy acquisition, product design and policy service applications through leadership, vision setting, planning, timing, pacing, funding and governance.

PROFESSIONAL EXPERIENCE

TSGar LLC, Cleveland, OH President
TSGar.com

2010 to 2012

President (2010)

Provide strategic technology consulting to clients.

PROGRESSIVE INSURANCE, Cleveland, OH
\$14 billion property and casualty insurer

1984 to 2010

Information Technology Business Leader (1997 to 2010)

Led an application development organization that grew from 120 to 750 people as scope expanded. Departments included: requirements gathering, design, code, quality assurance, training, communication, project management, support and call centers. Annual budget of \$110MM. Deployed systems execute in excess of 50MM transactions annually from shopping consumers, policyholders and independent agents.

- Business responsibilities included policy acquisition and service applications, product design applications, sales and marketing systems, warehousing and reporting systems, web portals, and third party integration; agent and direct distribution; auto, motorcycle, boat, motor home, mobile home, homeowners, and commercial lines of business.
- Member of IT Executive leadership team. Implemented multiple enterprise-wide standards and processes affecting technology, governance and talent development.
- Led and provided long term strategic oversight to key technology initiatives across the enterprise including migration to Windows, migration to Internet, enterprise architecture, application development methodology and incorporation of open standards resulting in multiple generations of deployed technology.
- Transformed technology solutions from mainframe systems used by employees to Web-based systems used by employees, the public and licensed third parties, lowering Progressive's expense ratio and improving call center productivity.

- Established industry leadership and vision for the independent agent channel through active involvement in industry affairs including IIABA's Agent Council for Technology (ACT), Acord's AUGIE, the Novarica Insurance Council, building relationships with external industry leaders and numerous public speaking engagements.
- Provided process leadership, management and oversight for IT tools and standards. Established processes for governing a \$70MM annual enterprise wide software acquisition budget.

Information Technology Director (1994 to 1997)

- Implemented EDI download using ACORD AL3 standards and the IVANS network. Implemented the industry's first Internet-based AL3 download. Implemented the agent channel's first broadly accepted paperless initiative.
- Inserted as leader of 20-person team building an over-budget, behind schedule direct policy acquisition system. Analysis led to a recommendation to cancel the project. The staff was redeployed within 72 hours.
- Implemented electronic software distribution solution that delivered in excess of 1,000,000 updates to 35,000 locations annually, resulting in an 8 day improvement on rate deployment and reduced distribution costs significantly.

Information Technology Group Manager (1992 to 1994)

- Managed 25 person organization responsible for developing code generators used to reengineer the product development and rate setting process, resulting in time savings of up to 12 weeks per change request. All lines of business use this tool to generate components that are deployed to a multitude of systems on mainframe, client-server and web platforms.
- Facilitated 200 hours of classroom session for 600+ students; learning workshops utilized Myers-Briggs MBTI and Learning Style Inventory (LSI) instruments and emphasized teamwork, feedback and listening skills.
- Designed improvements to management by objectives program studied by a Fortune 100 Human Resource Director's Master Thesis.

Information Technology Programming Manager (1990 to 1992)

- Managed 25 person organization responsible for the development of a new policy processing system supporting preferred auto. In a 6 month window driven by market opportunity an expert system was developed to implement a behavioral based underwriting system utilizing advanced communications capabilities. This system ordered and reconciled financial responsibility information in 1990, more than 6 years before this became a common industry practice.
- Led project responsible for development of dial-up claims inquiry system used by large commercial trucking accounts. This system was deployed initially on a VAX minicluster system and then moved to an IBM mainframe using an IDMS/R database.

Programming Analyst (1984 to 1990)

- Led 12 person team that designed a system responsible for direct billing, agent billing, cash receipts and disbursements and bill plan administration.
- Programmed rate changes

EDUCATION

BA, Wesleyan University, Middletown, Connecticut
Double major in psychology and sociology with minor in classical studies.

Well versed in quality approaches, metrics, methodologies, modeling techniques, requirements process, planning & prioritization frameworks, project management and performance management systems.

PROFESSIONAL / COMMUNITY ORGANIZATIONS

Jewish Community Federation of Cleveland Technology Committee, member since 2005

Novarica Insurance Council (a consulting organization), member 2009-2010

Insurance Association of Agents and Brokers of America's (IAABA) Agent Council for Technology (ACT), member
1999 thru 2007

Gestalt Institute of Cleveland, Board member 2010 - 2012