**Michael P. Upright, Jr.**

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**IT Operations Leader**

Innovation| Change Management | Business Transformation

**Professional Profile**

Accomplished, innovative, inspiring and dynamic IT leader with 9 years of experience defining and driving business strategies forward with effective business technology solutions and improvements. Proven record developing strategic initiatives, managing million-dollar budgets, and steering and delivering major projects, organizational transformations, and innovative technical solutions for industry-leading organizations. Thrives in navigating ever-changing business needs, improving operations, and continually driving profitability.

* **Deep business technology expertise**, including IT innovation, local and remote team development and management, project planning and management, process evaluation and improvements, system planning and development, and business enhancements to name just a few.
* **Cultivates partnerships and builds trusted relationships with partners and senior leadership across the organization**, influencing executive investment-decisioning with sound insight and strategic recommendations, within leading organizations.
* **Confident and decisive leader with unparalleled ability to build, develop, mentor and lead diverse local and remote teams**, including capacity and succession planning, as well as developing new organizational leaders.
* Experience complemented by a **Scrum Master Certification and extensive business leadership training for leading institutions such as MIT**.

**Areas of Expertise**

Strategic Planning – IT Operations Management – Budget Management – Thought Leadership – Business Intelligence (BI)

Change Management – Business Transformation – Team Building – Coaching & Mentoring – Succession Planning

Business Solutions – Website/Application Development – SalesForce – MuleSoft – InRule – AS400 – DevOps

Project Management – Lean Six Sigma – Agile Methodology – Process Improvements – Cost Reductions

Customer Experience – Partner/Vendor Management – Customer Relationship Management (CRM)

**Professional Experience**

**Delta Dental of Wisconsin** – Stevens Point, WI 2011 to Present

***Director, IT Application Maintenance – Northwinds Technology Solutions***, a DDW subsidiary| 2017 to Present

Promoted to this senior leadership role to direct 50-person IT development team, comprising of inhouse and consultants, including 3 leaders, with accountability for $50M budget. Reports to CIO, collaborates with the Director of the leadership team as well as VPs across organization, and delivers presentations to executive leadership, influencing decisions. Serves on 2 Enterprise Risk Management teams, leading the Innovation and Culture teams. Steers strategy and roadmap development for an upcoming launch of new organization. Leads the building of a mid-level IT management team, as part of succession planning. Participated in customer journey mapping and persona exercises to validate project expectations and goals.

**Notable Achievements:**

* **Championed team transformation from Waterfall to Agile Scrum** methodology—as a Certified Scrum master and currently serving as Product Owner—resulting in reduced time-to-market for business value and benefit.
* **Created and implemented IT internship and apprenticeship programs** to overcome regional IT employee resource constraints, resulting in 4 continuous years of growth.
  + Leads Software Apprenticeship Program, mentoring team, including developing 2 into leadership roles.
* **Delivered change management by implementing IT Service Management (ITSM)**, resulting in an IT service catalog for a user self-help service that drastically improved customer service.
* **Modernized website and legacy claims processing, enrollment, and billing systems**, including leading teams in analysis of code and critical processes to identify break points and opportunities to further improve the platform.
* **Reduced dentists and providers reimbursement costs 9%, resulting in increased profitability**, through the implementation of Narrow-Networks.
* **Led a team that recovered $60M for a partner**, mistakenly released in the form of previously held claims.

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**Delta Dental of Wisconsin, *continued:***

* **Identified and mitigated top organizational risks to organization** by performing risk analysis and leveraging strategic ideation, identifying problems with customer experience, customer retention, and growth in small markets.
  + Implemented customer experience portals to improve user experience.
  + Facilitated 360-degree view of customer actions, by creating touch points, to identify top issues and reduce costs by reducing calls to call center, and facilitating high demand, self-service capabilities, such as interactive chat, claims and benefit information access, and a phone app.
  + Migrated Member & Broker portals from a legacy processing system to Salesforce.
  + Led development and launch of new website expected to increase traffic from 6% of 1M members to 11% in 1 year through marketing and other channels to drive adoption and new customer acquisitions.
* **Collaborated in the design, creation, and implementation of a new technology company** **that will deliver deep cost savings**—jointly shared by Delta Dental of WI and Delta Dental of IL to function as a shared IT service for both partners.
  + Reduced annual IT spend $12M by 50%, as well as delivering cost savings of 60-70% to independent annual IT costs and deep savings in reducing manpower by approximately 100, with budgets of $5M to $7M annually.

***Manger, Web Application Development – Delta Dental of Wisconsin*** | 2015 to 2017

Promoted to this leadership role to manage $1.5M budget for development of web applications for 4 Delta Dental system partner customers, servicing employer groups, dentist/providers, subscribers, ACA insurance members, and the broker and agency community selling our product—totaling 25 portals. Certified Scrum Master and web application product owner for 20 production websites and 40 test environment integrations. Directed 2 scrum teams with 6-8 people, reported to director of IT Application & Governance, and collaborated with sales and call center managers as well as technical leads and analysts. Performed continuous customer experience improvements, scaled common templates, and released/enhanced features—leveraging the most business value relative to user demand.

**Notable Achievements:**

* **Championed and led transition from Waterfall to Agile**, resulting in improved consistently product quality delivery to key stakeholders and faster time to market.
* **Collaborated on deep cost-savings initiative** in the development and implemented a self-service IVR (Interactive Voice Recognition) payment application system—resulting in reducing call center costs by 3.5 FTE.
* **Managed the redesign and development of partner’s broker-facing portal, resulting in efficient workflows** to quote insurance plans and process enrollment/eligibility changes.
  + Reduced mailroom costs by 1 FTE and sales teams resulting allowing sales team members to focus on retention which is one of organization strategies.
  + Grew broker sales for small and medium sized groups by double digits in the following 3 years.
  + Expanded market control to 92%+ of the large state market.
* **Developed 4 team members as part of capacity and succession planning**, including 2 System Analysts, 1 Claims System Analyst, and 1 Web System Analyst to step into team leadership role—overall increasing deliverables 35% over 3 years with Agile methodology.

***System Analyst*** | 2013 to 2015

**Notable Achievements:**

* **Identified need to build and created a user guide** for external partners using data extract reports, still used today.
  + Reduced service requests and research request tickets from external customers by 50 requests monthly.
* **Created system mapping of web APIs for developers to streamline onboarding new clients**.
  + Reduced analysis and development cycles 40%, from 10 weeks to 6 weeks, for each client on-boarded to the system.
  + 6 new clients were on-boarded in 2.5 years representing 50% of the overall book of individually insured business, approximately 600K policies.
  + Drastically reduced time to resolution for API problems from an average of 2 days to 4 hours.

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**Additional Delta Dental of Wisconsin experience:**

***Programmer Analyst*** | 2011 to 2013

Additional Professional Experience

**NORTHSHORE BUSINESS TECHNOLOGY – Service Technician & Dispatch**

**Notable Achievements:**

* **Reduced call times for all urgent service requests nearly 50%**, from 12 minutes to 7 minutes.
* **Managed 10 business machine and network service technicians**, servicing 13 counties in WI and IL.
* **Compiled, tracked, and improved service department metrics for 3 locations** across WI and IL.

Education, Professional Development & Certifications

Massachusetts Institute of Technology, Sloan School of Management (MIT)

**MIT Sloan Executive Certificates, Technology, Operations & Value Chain Management**, 2018

**Blockchain Technology Innovation & Application**, 2018

Pennsylvania College of Technology

**Bachelor of Science (BS), Technology Management**, 2017

University of Wisconsin, School of Business (UWM)

**Executive Certification in Technology Management**, 2016

Professional Development

**Lean Six-Sigma Green Belt** – UWM-SB | **Scrum Master** – Scrum.org

**Blockchain Technology Certified** – MIT | **Foundations of Management** – UWM-SB

**IBM Certified iSeries System Operator** – GTC | **AS400 Programmer/Analyst** – GTC

Community Involvement

**Committee Co-Chair**, Central WI IT Alliance Education | **Conference Speaker**, Central WI IT

**Board Member**, MSTC IT Advisory Board | **Student Mentor**, CWITA College

Technical Profile

**Methodologies**: SaaS, PaaS, BPO, DevOps, Responsive Development & Pattern Designs, Automated testing, and APIs.

**Languages**: RPG, JAVA, SQL, XML, MySQL, PHP, RPG, HTML, CSS, REST, and SOAP.

**Platforms**: Salesforce CRM, IBM, Microsoft, and Google Analytics.

**Technologies**: Mulesoft, AS400, AWS, DB2, Windows, and Linux.