

CURRICULUM VITAE: MICHAEL JOSEPH KRAHE, PH.D.

THE ACADEMY OF CLINICAL SLEEP DISORDERS DENTISTRY
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Employment

2008 - Present

- Founder and Executive Director: Academy of Clinical Sleep Disorders Dentistry, LLC
- Founder and CEO: Transformational Alliances, LLC
- Independent Consulting Resource to Business Clients:
 - >Cooney Solutions Group, San Antonio, Texas
 - >M.Dot - Retail Technology, Erie, Pennsylvania

1986 - 2008

Erie Insurance Group, Erie, Pennsylvania

- Executive Vice President: Human Development & Leadership 2004 to 2008
- Senior Vice President: Human Resources Division 1999 to 2004
- Vice President & Manager: Employee Relations Department 1990 to 1999
- Supervisor: Employee Relations Department 1986 to 1990

Education

- Ph.D. Organizational Administration: 1990, S.U.N.Y. Buffalo, Buffalo, New York
- M.S. Counseling: 1981, Gannon University, Erie, Pennsylvania
- B.A. English: 1975, Gannon University, Erie, Pennsylvania

Teaching

- Former Adjunct Faculty: Gannon University, M.B.A. Program
 - * *Organizational Behavior*
 - * *Human Resources Management*
- Former Adjunct Faculty: Mercyhurst College, Graduate Leadership Program
 - * *Organizational Behavior*
- Former Board Member and Lecturer: Leadership Erie Program
 - * *Behavioral Profiling & Leadership Development Lectures*
 - * *Curriculum Development & Creation of a Leadership Competency Model*

Executive Capabilities

- Recognized as an astute, results-oriented, entrepreneurial leader with demonstrated success in improving the focus, alignment, execution, and performance of a Fortune 400 company.
- Successful in the development of business strategy implementation and execution.
- Extensive experience in creating new business synergies and business development opportunities.
- Experienced in the implementation of business innovation implementation and management.
- Extensive experience in organizational behavior and administration.
- Exceptional track record in managing C-level issues.
- Demonstrated expertise in enterprise performance improvement and transformation.

- Strong vision setting, motivation, alignment, and execution skills.
- Effective in moving employees, business leaders, CEOs, and corporate boards to take bold new steps.
- Successful track record in managing across business functions.
- First-hand experience/knowledge and understanding of business/IT/human capital interface.
- Well-grounded in leveraging human capital to drive business execution and near/long-term success.

Career Accomplishments

Executive & Board Leadership

- Re-designed Executive Council and Senior Leadership meetings which created a more intense focus on key business issues, project delivery, strategic delivery and execution.
- Led & assisted with the Board of Directors in two successful CEO searches and two Director searches.
- Launched succession planning and senior level talent development programs that ensured the company had the skilled talent to meet changing business needs.
- Created and implemented first-time Strategy Management Office function to guide strategy, operational planning, and measurement of success delivering increased execution and reduced cost.
- Guided the development of first-time long-term vision process and five year enterprise goals.
- Served as executive liaison to three board committees: Strategy, Technology, and Executive Compensation and Development.

Strategic Planning/Alignment

- Designed and implemented a successful Enterprise Transformation Map that moved the organization from its current performance level to its future performance state.
- Established a short and long-term strategic and business intelligence function that provided the company with a clear view of roadblocks impeding execution and desired results.
- Launched first-time Innovation Lab that created business and technology solutions that enabled the company to stay ahead of the competitors.

Finance, Operations, & Productivity

- Managed a 500 million salary and benefit budget.
- Provided executive oversight to multiple selection, IT and HR related consulting engagements.
- Executed a 100 million IT budget, delivering business value and generating cost savings.
- Created a partnership with finance areas to introduce annual enterprise and IT strategic budgeting.
- Established and aligned the organization to achieve higher 5-year performance targets (growth, expense reductions, profitability, service and productivity).
- Developed and executed on new strategies to complete first-time segmentation of consumers.
- Led the successful turnaround of a failed IT legacy system initiative resulting in increased delivery of business functionality to agents and customers.
- Managed the interface between the board of directors and company on all strategy and executive compensation programs.

Information Technology

- Transitioned a 500 person IT staff from a failed ‘big bang’ legacy system overhaul effort to a new approach that focused on providing a platform that could meet short and long term business needs.
- Led the search for a new CIO and managed a consulting engagement to assess IT systems and employee capabilities resulting in a new systems approach and enhanced IT delivery to the business.
- Successfully developed and launched 90 day enhanced functionality drops to all constituencies.
- Implemented IT industry best practices (COBIT) and agile programming resulting in faster business functionality delivery.
- Developed IT planning and IT staffing capabilities to meet business needs cutting planning time and increasing delivery time to the business.

Talent, Human Resources, & Organizational Learning Capabilities

- Successfully led the transition of the Human Resources function to a strategic enterprise transformation capability model resulting in a more responsive workforce aligned to strategic objectives and strengthening organizational performance.
- Launched the company's first succession planning, talent management, executive coaching, and 360 Feedback Process.
- Transitioned the organization from longevity based bonus system to a variable pay program based on corporate performance and individual targeted outcomes resulting in added accountability, performance, and results.
- Transitioned the benefits program from a fully company-paid program to an employee cost-sharing model reducing enterprise expenses.
- Developed business process improvement, organizational design, and change management capabilities across the enterprise resulting in reduced cycle time for current business processes and faster execution.
- Successfully sustained employee commitment levels at the 70+ percentile (+30% above national norms) during these transitions.
- Provided direction, oversight, and leadership to a corporate learning function of 80+ learning professionals.
- Launched a first-time Innovation Lab that created business and technology solutions that enabled the company to stay ahead of competitors.
- Architected the linkage of enterprise strategy to learning delivery needs.
- Successfully established enterprise learning as a key responsibility of the Board and Executive management team.
- Developed a comprehensive competency-based Management Development School, providing six two-day programs for all managers and supervisors.
- Developed a Corporate University, providing a comprehensive suite of courses for all professional positions across the enterprise.
- Developed a comprehensive Agency Management College, providing an array of courses for nearly 7000 insurance agents and producers with especial emphasis on tailored training for newly-appointed agents, and providing CEUs accredited by various states where agents sold coverage.
- Developed a blended learning approach, combining online distance learning, self-guided instruction, and classroom strategies for employee and agent learning.