**PAUL ZYLA**

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**CIO/SENIOR VICE PRESIDENT/DIRECTOR**

*Bridging Technology and Strategy to Advance Business Performance*

Accomplished business and technology leader who builds a solid bridge between business operations, performance, and technology. Brings a systemic mindset to understanding that a business is only as successful as its technology platform, systems, security, and user experiences. Expert in end-to-end technology from strategy to digital transformation and successful integration in small, mid-market, and multi-national businesses.

I am known by my respected colleagues as a leader who creates a culture of high performers, brings an energy to work every day, build relationships at all levels, develop and coach individuals, decisive when making tough calls, and consistently deliver results. Technology is the foundational imperative to ensuring success. But it does not end with the technology. It extends to a culture transformation and impacts business strategy, planning, execution, and growth. Therein lies my sweet spot and area of expertise.

**CORE LEADERSHIP SKILLS, TRAITS, EXPERTISE**

Team Leadership Agile-Scrum Analytics Capability Maturity

Business Partner Business/Technology Strategy Transformation Enabler

Change Management (Prosci) Dev/Ops Cloud-Based Solutions

Continuous Improvement–Lean Six Sigma Cybersecurity Management Digital Strategy Maturity

IT Core Process Optimization ITIL 4 Foundations Project and Data Governance

Investment Strategy Mergers & Acquisitions Service Management Maturity

**KEY CAREER ACCOMPLISHMENTS**

* **Bridging Business Operations & Technology to accelerate innovation and growth** by leveraging leadership experience in technology and business systems, and operations to solve systemic issues and barriers to growth. Looks beyond the technology to understand the impact of it on the entire business from operations to sales, marketing, distribution, finance, and the full customer experience journey. Instituted LEAN Six Sigma fundamentals with significant results including reduction in call center workarounds reducing consultant time of “Not Ready” status from 55% to 45% and improvement in month end processing leading to a 30% reduction in time. Transforms product and service delivery by moving IT from the “back-office” to the “front-office” to advance business performance and create formal Business Partner roles.
* **Thoughtful leadership that elevates team engagement and customer experiences** by building high-performing teams that are inspired and motivated to deliver excellence. Genuinely cares about helping others succeed through mentoring, coaching, and knowledge sharing. Helps team and leaders leverage technology to improve customer engagement and satisfaction, operations efficiency, and enterprise-wide productivity to drive results and growth. Trusted advisor and understands the impact of technology on making or breaking consumer or customer experience. Respected influencer sought out for strategic thinking, guidance, technology, and business strategy thought leadership. Expertise in change management and integrations including technology and digital transformation, systems, data, and mitigating information risk with strong and compliant IT governance in highly regulated industries.
* **Trusted business partner & problem solver who delivers innovative solutions and results** through bolstering technology as a business-enabler. Integrates scalable technology systems (transactional, cloud-based CRM/ERP, document management, data analytics and science, ERP, Financial, Service Management, and Digital Services). Advanced analyticsmaturity, moving organization from reactive processes to predictive state resulting in a cloud-based enterprise platform, data science, advanced analytics, and real-time streaming. Established capability maturity by developing technology strategies and models at four (4) organizations that encompassed strategic context, business direction, technology value proposition, investment philosophies, guiding principles, and performance scorecards. Established Information Security (Cybersecurity) procedures, policies, and controls (FFIEC and NIST).

**CAREER PROGRESSION**

**Connexus Credit Union** 5/2018 – 12/2020

***Senior Vice President – Business Technology***

Recruited as technology executive leader to leverage a strong combination of technical proficiencies and technology leadership practices. Laid the foundation that substantiated the criticality of the evolution of core business systems. Led the integration of technology systems and products; advanced infrastructure, network, and operations platforms; ensured information assets were adequately protected; matured data analytics capabilities; and migrated resources to a business transformation state. Ensured that BT’s day-to-day operations reached a maturity plateau, creating the space and time necessary to operate more fully as a strategist. Member of the Senior Leadership Team (SLT). Supported over 360 employees with 45 staff and a $9M budget.

* Enabled integration of critical systems: core banking, digital banking, document management, loan origination, financial analytics and compliance, data warehousing, insights and reporting, infrastructure and operations, and server virtualization.
* Delivered cloud-based data-driven experiences with Snowflake (data warehouse) and Looker (data analysis and reporting).
* Managed four agile scrum teams simultaneously, resulting in delivery of solutions for Lending, Member Services, Core Systems, and Digital Services.
* As Chairperson, led the Information Technology Steering Committee (ITSC) – Subcommittee of Board.
* Established Information Security (Cybersecurity) procedures, policies, and controls (FFIEC and NIST).
* Implemented policies and controls for 3rd party selection, maturity, and risk management.
* Delivered cloud-based ERP platforms – Salesforce.com, Workday.com, and Axiom Financial.
* Executive sponsor of Salesforce.com FSC and Marketing Cloud implementation ($1.9M licensing and $800K implementation).
* Coached business partners on strategic technology innovations.
* Facilitated a strategic roadmap with BT leadership, empowering them to act with a business mind first and technology second.
* Served as executive on Pandemic Response Team accountable to maintain business operations and provide remote work capabilities to over 300 employees transitioned to remote workplaces in less than three weeks.
* Managed merger-related technology activities with a $160M credit union.

**Compeer Financial Services** 6/2009 – 5/2018

(Merger with AgStar Financial Services, Badgerland Financials, and 1st Farm Credit Services)

***Vice President – Business Systems and Project Management*** (5/2017 – 5/2018)

Drove the company's internal and external client business systems and products through oversight of project management, business analysis, quality assurance, development services, application development, product deployment, adoption and change management with a team of 35 employees. Led efforts to carry out the technology strategy and investment philosophy. Responsible for the business systems and product deployment functions for Business Technology. As member of Business Technology Governance, provided vision and guidance in the ongoing assessment, prioritization of technology projects, and development of leading-edge systems across all Compeer business units with varying degrees of investment dollars.

* Delivered successful business system requirement alternatives and cost-effective solutions to meet and deliver Compeer business strategies.
* Planned, led, organized, and motivated agile project teams to achieve high level of performance and quality in delivering agile projects, providing exceptional business value to users.
* Managed merger-related technology activities for a three-way "merger of equals" with a growth in user population from 600 to over 1,800.
* Delivered mature, reliable, business-driven services with varying degrees of investment dollars.
* Partnered with BT, business leaders and other stakeholders to define opportunities and to identify and prioritize projects based on predefined criteria (return on investment, productivity, and compliance).
* Coordinated and led project management, business analysis, quality assurance, development, and systems and data integrations within the Compeer business systems/product deployment function.

**AgStar Financial Services** 6/2009 – 5/2017

***Vice President and Chief Information Officer***

In 2017, AgStar Financial Services, Badgerland Financials, and 1st Farm Credit Services merged and became Compeer Financial Services. Recruited as top technology executive to lead the company's internal and external clients through the management and oversight of all aspects of AgStar's Business Technology (BT) functions including Business Solutions Project Management (BSPM), Enterprise Architecture, Operations and Infrastructure, and Business Partnership. Led efforts to carry out the technology strategy and investment philosophy to support a 600 internal user group population. Managed a team of 40 members, a $19M department budget, and a $2-$3M technology investment.

* Executed a technology strategy integrated with the AgStar business strategy designed to deliver forward-thinking, collaborative, reliable technology solutions.
* Successfully shifted the business-view of technology from back-office to front-office with increased business engagement.
* Introduced cloud-based platforms with the implementation of Salesforce.com.
* Established Business Partner role with overall responsibility to serve as the strategic interface with business units to drive technology development, solution delivery, relationship, and risk management.
* Developed 3rd party selection, maturity, and risk management processes.

**Dakota County** 1/2008 – 6/2009

***Director, Information Technology***

Recruited as top technology executive to lead an IT group of 61 individuals and an operating budget of $8.4M.

* Implemented appointment scheduling, e-forms, and Electronic Document Management System (EDMS) to manage the 18,000 Employment and Economic Assistance client cases.
* Deployed a property taxation and assessment system to manage the 155,000+ tax parcels throughout Dakota County.
* Implemented an Enterprise Resource Planning (ERP) system to manage the financial and human resource management environment.
* Directed the enterprise wide EDMS solution (OnBase).
* Revitalized and implemented an IT governance model.

**National Marrow DOnor Program (Be The Match)** 1/1992 – 10/2007

***Director, Information Technology***

***Other Roles***

Includes Senior Manager of Applications Development, Manager, Project Leader, and Programmer Analyst

**EDUCATION**

**UNIVERSITY OF MINNESOTA – Carlson School of Management**

***Bachelor of Science Degree (MIS Emphasis)***

**CERTIFICATIONS**

ITIL 4 Foundations Certification

CISM – Certification

DDJ Meyers – Advancing Leadership Success

Gettysburg Leadership Experience

AgStar Leadership Development Program

Prosci Change Management Certification

**ORGANIZATIONS**

Society for Information Management (SIM MN) – Membership Chair – 2021

Association for Corporate Growth (ACG)

CIO Professional Network

HMG Strategy – Advisory Board