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Professional Summary

Engineering leader with ~9.5 years managing engineers, ~6 of them as a manager of managers. Started as a programmer obsessed with the craft, became an architect because one person can't write all the code but can set the plan everyone builds against, then moved from mentoring engineers to building the teams I want to work with. Led a 60+ person applications and cloud practice, and now build the offerings practice managers across the country deliver. The current work is organizational change and delivery. Range runs from embedded device software through cloud-native platforms to agentic engineering in daily practice.

Professional Experience

Sogeti (Capgemini)

January 2025 – Present

National Offer Lead, Cloud & AI

Regional Practice Manager, Applications & Cloud Technology

May 2022 – December 2024

Line manager of ~30 through 5-6 managers across both roles. As Regional Practice Manager, led the 60+ person Applications and Cloud Technology practice, one of four practices in a division spanning four geographies across five states. About half the practice, including same-grade leads, reported to Geographic VPs, so practice leadership ran on influence, not line authority. As National Offer Lead, create the offerings and delivery patterns the division sells, working with practice managers around the country.

- **Leadership Development:** Promoted three managers to Senior Manager. Sat in every practice hiring loop with veto power and coordinated headcount requests across four Geographic VPs. Established career paths that help consultants grow from individual contributor roles into architects and practice leaders.
- **Infrastructure Platform:** Built a reusable infrastructure platform (Bicep and Terraform modules, CI/CD pipeline templates, compliance-as-code policies) used by 60+ engineers across dozens of engagements. Self-service provisioning with governance guardrails built in, so teams ship compliant infrastructure without waiting on a central platform team.
- **Enterprise Migration Framework:** Lead architect on a \$10M+ Azure migration spanning 6000+ servers across 15 semi-independent state agencies under CJIS, NIST, and IRS Publication 1075 controls. Designed the migration framework and built and led a 50+ person multi-vendor delivery team, none of whom reported to me, to 98%+ on-time delivery. The hard part wasn't the technology. It was building a system where 15 organizations with different IT cultures, security policies, and political dynamics could execute a shared migration plan without stepping on each other.
- **AI & Automation:** Founding member of the enterprise GenAI Tiger Team that shapes how Capgemini adopts and operationalizes LLMs across delivery domains, not just code generation. Cut through the hype to decide what's real, then turn it into practice: shaped packaged offerings that embed LLM capability directly into pod-style delivery teams, so clients buy outcomes with the AI built in rather than a demo bolted on.

Transamerica

November 2019 – May 2021

Interim Director of Architecture

Reported to the Head of Architecture and Data Engineering. Brought in as Principal Architect for Finance, the neglected org and the only one on Azure, then promoted to lead architecture across all four organizations: ~30 architects through three lead architects, with Finance's two-person team led directly. Took over an architecture function that had become a bottleneck, rubber-stamping designs after they were built instead of shaping them before. Rebuilt it as a collaborative practice where architects work alongside engineering teams, not above them. Observability ran on DataDog.

- **Data Pipeline Modernization:** Architected Finance department's migration from on-premise batch processing to cloud-native streaming on Azure. Replaced daily ETL jobs with event-driven pipelines that process financial data in near-real-time, running old and new systems in parallel with automated reconciliation before decommissioning batch.
- **Crisis Engineering:** When a derecho knocked out power to the Iowa campus for a week, we discovered "production-critical" workloads running on workstations under people's desks. With the support team drowning in voicemails, I built a triage tool using Azure Power Apps and Azure AI Services that transcribed voicemail audio from a shared queue, ran sentiment analysis and keyword extraction, and replied with a formatted transcript flagging urgency and topic. Turned an unmanageable backlog into a prioritized queue. This wasn't my job. I was leading architecture. But I saw a team that needed help and knew I could ship something fast.
- **Architecture Governance:** Restructured the ARB, change management, and risk management processes that had been blocking engineering velocity. Cut review cycles significantly while maintaining the compliance rigor required in financial services (SOX, internal audit). The goal was making architecture governance a tool teams use, not a gate they route around.

Microsoft

October 2012 – May 2019

Cloud Solution Architect & Startup Evangelist

Worked hands-on with engineering teams at Fortune 500 companies and startups to move them from treating cloud as "someone else's VMs" to building on event-driven, stateless, and serverless patterns. Part of the open-source technologies team, maintaining deep

expertise across Azure, AWS, and GCP because real architecture requires knowing what's actually out there, not just what your employer sells.

- **IoT & Distributed Systems:** Designed cloud-native architectures for IoT platforms ingesting telemetry from millions of devices. Worked through the distributed systems problems that emerge at that scale: event ordering guarantees across partitioned streams, backpressure management when device fleets spike, and fan-out architectures that keep processing latency predictable.
- **Container Orchestration:** Worked with Fortune 500 engineering teams on Kubernetes microservices architectures on AWS and Azure: service mesh deployment, observability, and figuring out the organizational patterns needed to operate distributed systems without a dedicated platform team.

Apliiq

June 2012 – October 2012

Director of Software

Custom apparel e-commerce platform. In my first week, discovered that the shopping cart used sequential session IDs. Changing the ID exposed other customers' carts including full payment details and shipping addresses. Every credit card used on the platform was effectively public on the internet: a PCI DSS cardholder data exposure. Identified the vulnerability, built the fix, and closed the exposure.

Stayhealthy, Inc.

August 2008 – May 2012

Director of Software Development

First tech hire, reporting to the CEO. Built the engineering team and delivery practices from scratch. Hired and grew the team from one to eight, established CI/CD and automated deployment, and owned the full technical stack from device drivers through web APIs to the public-facing analytics platform. Shipped a hardware + software product to hundreds of locations nationwide, including weight clinics and bariatric practices, with patient health information (PHI) handled under HIPAA.

- **Kiosk Platform Architecture:** Designed an embedded webview architecture for health kiosks years before Electron existed. Recognized the team had strong web developers but no Windows specialists, and designed the architecture around that reality. Created an event bridge allowing JavaScript to interface with connected medical hardware (blood pressure monitors, body composition analyzers), enabling web developers to build the kiosk product without specialized device driver skills. Supported white-label customization for different retail and healthcare partners.
- **Health Analytics:** Designed health trend prediction and population analytics using linear algebra to fit functions to clinical biometric data. The platform tracked data across visits, identifying patterns and risks at individual and population levels. Deployed internet-connected kiosks to hundreds of grocery stores and healthcare facilities with cloud-based analytics and local fallback for offline operation.
- **Architecture Lessons:** Led a monolith-to-services decomposition, then learned firsthand that service decomposition scales teams more than software. The added complexity of six independent services wasn't justified for a team of eight. The right architecture depends on the team and organizational maturity. Not just technical requirements in a vacuum.

Contract Work

Cornerstone Wellness

Built a health and wellness SaaS platform for clinical body composition analysis, with patient data handled under HIPAA. Full stack: device software (ASP.NET Core + WinForms) integrating with USB bioimpedance analyzers, Node.js/Express API on Azure with CosmosDB, and an Angular clinic portal with Auth0 identity. Reverse-engineered a proprietary body fat algorithm from a previous company using Azure AutoML trained on Cornerstone's clinical data. Also migrated their e-commerce from WordPress to Shopify and built SSO across all properties so clinics can sell product directly to patients through the portal.

Started in tech automating a two-week manual XML-to-HTML conversion project with a script that finished in an afternoon. Have been solving problems the same way since.

Technical Background

Cloud & Platforms: Azure, AWS, GCP, Kubernetes, Docker, Terraform, Bicep, NixOS, Linux, CI/CD (GitHub Actions, Azure DevOps)

Observability: DataDog, Prometheus, Grafana

Languages: JavaScript/TypeScript (Node.js), Rust, Go, Python, C#.NET, C++, Java, Zig

Data & Streaming: PostgreSQL, SQL Server, Event-driven architectures, Elasticsearch, Redis, CosmosDB, MongoDB

AI/ML: Agentic coding and multi-agent orchestration (Claude Code, Claude Agent SDK, MCP), LLM application architecture, Azure OpenAI, ML model development

Security & Compliance: HIPAA, PCI DSS, NIST, CJIS, IRS Publication 1075, identity and access management

Personal Engineering

Declarative infrastructure across multiple machines with NixOS: self-hosted services, monitoring, automated deployments, and infrastructure-as-code for everything. I drive the whole fleet and my daily development through agentic coding tooling (Claude Code), building the custom hooks, skills, sub-agents, and deterministic multi-agent workflows that orchestrate real work. Currently building a game engine in Zig. I still write code every day, which is how I stay honest about what's realistic to ask of engineering teams.