

## SUMMARY

I am a technology focused operational manager that has spent the last six years building a successful software consulting firm from three people to over sixty-five with four offices in three countries. In my thirteen years as a technology consultant, I have not only designed and built software applications, but I have also functioned as the overall program/product lead on dozens of engagements. I am now looking to take my proven track record of building and leading engaged and motivated teams while successfully managing business/technology operations back to a delivery focused role within a software development or an interactive agency/consulting setting.

### SKILLS HIGHLIGHTS:

- People & operational management
- Client/Vendor/Employee negotiation
- Planning/Forecasting/Budgeting
- Process development: recruiting, bonus plans, review processes
- Ability to detect patterns/anti-patterns
- Use of visuals to communicate complex ideas/concepts
- Agile & Lean practices

### INDUSTRIES:

- eCommerce/online retail
- Media & entertainment
- Biotech
- Financial services
- Logistics & distribution
- Insurance
- Publishing
- Public sector/Criminal justice

### CORE VALUES:

- Continual learning & adaptation
- Passion over paycheck
- Doers over thinkers
- Collaboration over working in isolation
- Face to face communication over the use of technology
- Self organization over rigid roles
- Building on strengths
- Trust in the team

## MOST RECENT EXPERIENCE



**Tacit Knowledge:** San Francisco, New York, Guadalajara Mexico, Chisinau Moldova

**Founder/Board Member:** October 2002 – Present

**Head of Business Operations:** October 2002 – September 2008

[www.tacitknowledge.com](http://www.tacitknowledge.com)

Tacit Knowledge is global software development consultancy providing businesses with enterprise integration and crisis management solutions. Formed in 2002, with a primary focus on build a better organization in which the team created for both fun and profit. As the company has grown from three people to over sixty-five with four offices in three countries, I have fulfilled many roles. **Below is a snapshot of some of my accomplishments.**

### Executive Management

- Head of business operations responsible for management of global P&L as well as all internal operations including HR and Finance.
- Management and oversight of the remote delivery offices' leadership team.

### Team Building

- Team focused approach to operations & management. Below are a couple of implementations of this approach.
  - Quarterly paid bonus plan that is calculated based on the value each individual adds to the company.
  - Review process that actually adds value to both the company and the individual. Reviews are done semi-annually with quarterly peer review focused on each individuals strengths.
- Key individual responsible for the opening of remote delivery offices.

### Delivery/Execution

- Extensive experience on client engagements both as part of the delivery teams and executive client sponsor.
- Creation & negotiation of contracts with clients, candidates & vendors. Many of the client contracts have been valued in the millions.

### Business Operations

- The creation of an innovative operational model that leverages agile and lean practices. This approach provides visibility & transparency throughout the organization, while promoting a collaborative infrastructure that fosters cross-office execution & communication.
- Year over year increase in revenue & profits without incurring debt or external funding. All done during a time when many other companies were laying people off and closing their doors.
  - 2006 Revenue \$4M with a 67% increase from previous year.
  - 2007 Revenue \$6.3M.
  - 2008 Revenue is expected to be \$8.5M.

**PAST EXPERIENCES**

 **Organic Inc:** San Francisco, CA  
**Managing Project Engineer/Acting Director of Engineering**  
May 2000 - October 2002 [www.organic.com](http://www.organic.com)


Organic is an online marketing and interactive agency, which specializes in leveraging the digital medium to solve the most difficult marketing problems. During the majority of the time at Organic, I was the primary lead/client contact for the largest project out of the San Francisco office. This role taught me how to deal with individuals and build professional relationships, the most significant skill I gained from Organic are people skills.

- Managed the largest multi-function software development project out of the San Francisco office at that time.
- Worked with technical leads to scope and estimate new features and modifications for the development team.
- Worked with the client sponsor to define and execute on scopes of work to enhance their web application.
- Worked with the sales team to scope and create estimates for software delivery projects.
- Created operational reports focused around utilization of engineering team.
- Reported into the Managing Director of the San Francisco office.
- Worked with the Managing Director to identify merit increase for the San Francisco engineering team.

 **Deloitte Consulting:** Parsippany, NJ  
**Senior Consultant**  
June 1997 - May 2000 [www.deloitte.com](http://www.deloitte.com)

Deloitte allowed me to grow my consulting skill sets. My primary role revolved around being the liaison between the business and the development team. This was the first opportunity for me to lead teams larger than five people.

- Project manager of day-to-day operations of several development efforts, developed project plans and assigned work to Deloitte consultants and developers.
- Monitored the developers' progress with respect to the project plan and made adjustments to the schedule as needed.
- Interviewed and provide hire decisions for development contractors used on engagements I was involved with.
- Lead bi-monthly steering committee meetings with Deloitte senior management and client management.
- Worked with business owners to define & flush out requirements, by reviewing the business processes that required automation.

 **American Management Systems (AMS):** Roseland, NJ  
**Technical Analyst**  
June 1995 - June 1997 [www.amsinc.com](http://www.amsinc.com)

AMS was my first professional job after college. There I learned how to be a good software technologist allowing me to think about problems in a logical manner. The core skill I gained at AMS was a systematic approach to problem solving. During my two years at AMS, I primarily worked for a global Wall Street banking firm in their HR applications delivery group.

- Gathered technical and business requirements for the systems that I worked on.
- Scoped & built Lotus Notes based applications.
- Created both technical and user level documentation for the systems that I worked on.



**Rutgers University, College of Engineering:** New Brunswick, NJ  
**B.S. Computer Engineering**  
May 1995