## SUMMARY

I am an innovation junkie constantly looking for ways to improve my team's velocity. This addiction has led me to building and more importantly sustaining a global multi-million dollar business starting with only $6,000. I was able to do this because I didn't build the traditional organization. As with any addiction, you can't stop after the first time. I'd like to leverage my integrity, creativity, and business acumen to show you how I did it.
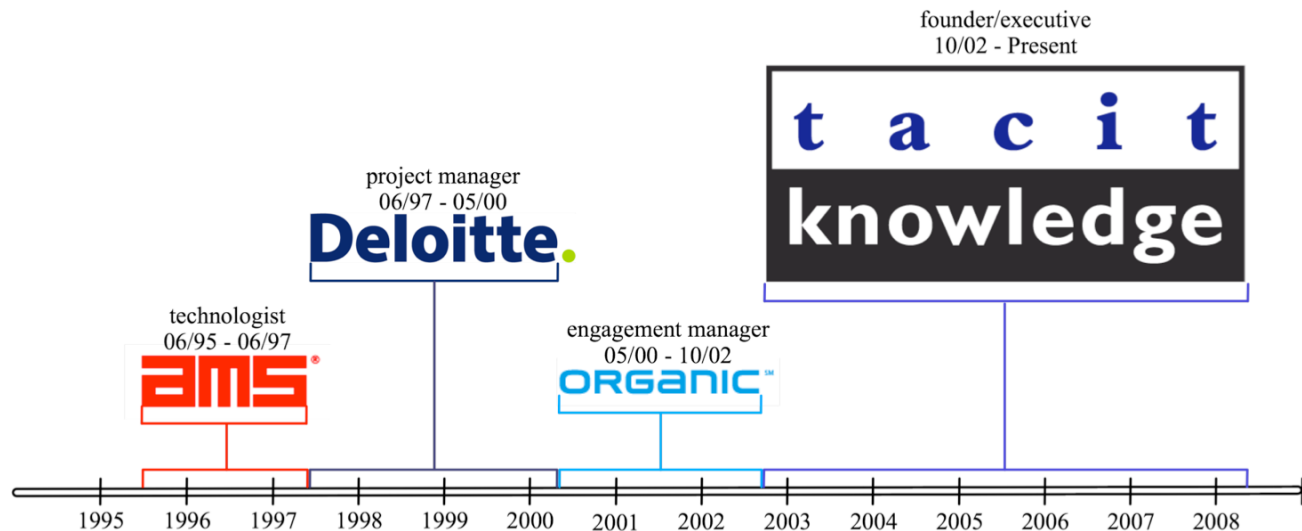
EXPERIENCE OVERVIEW

My career has evolved from being a technologist, developing software applications to an executive responsible for a very successful global organization. I got my first fix at **American Management Systems (AMS)** as a technical analyst where I learned to **develop** my **technical skills**. Although I was learning from a delivery and technical perspective, I had a craving for more; I wanted to improve on my softer/consulting skills. That need brought me to **Deloitte Consulting** where I was responsible for several development engagements as the lead. Functioning in this capacity provided me the opportunity to grow my **organizational** & **project management skills**, I was now hooked. I then made a fairly significant life & career change. I **moved** from **Somerset, NJ to San Francisco, CA** to work for **Organic Inc**. What better place to be than in San Francisco at the time of the internet boom for an innovation junkie. While at Organic, my role and skills grew from **managing projects** to **managing client relationships** and **engagements**. I was also involved in sales initiatives for the San Francisco office, which open my eyes to the fact that there is more to an engagement than just delivery and execution. With a full-blown addiction now, I made the most risky and rewarding change in my career. I left Organic to **start my own software consultancy**. I have put my all into making **Tacit Knowledge** a successful and fun environment to work, not only for me, but also for my team. I am extremely proud to say that the company has grown from the **three** founders **to over sixty people** in **four** different **offices** in **three** different **countries** while maintaining continuous annual increases in both revenue & profit. I have played many roles within the organization as it has grown & evolved. I currently serve as the **Chief Operating Officer**, with primary responsibilities focused around managing the overall financial health of the business along with employee satisfaction.

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

GROWTH OF SKILL SETS

The diagram below depicts the growth in my **skill sets** and my **sphere of influence** as my career has evolved from being a technologist to an entrepreneur & executive.
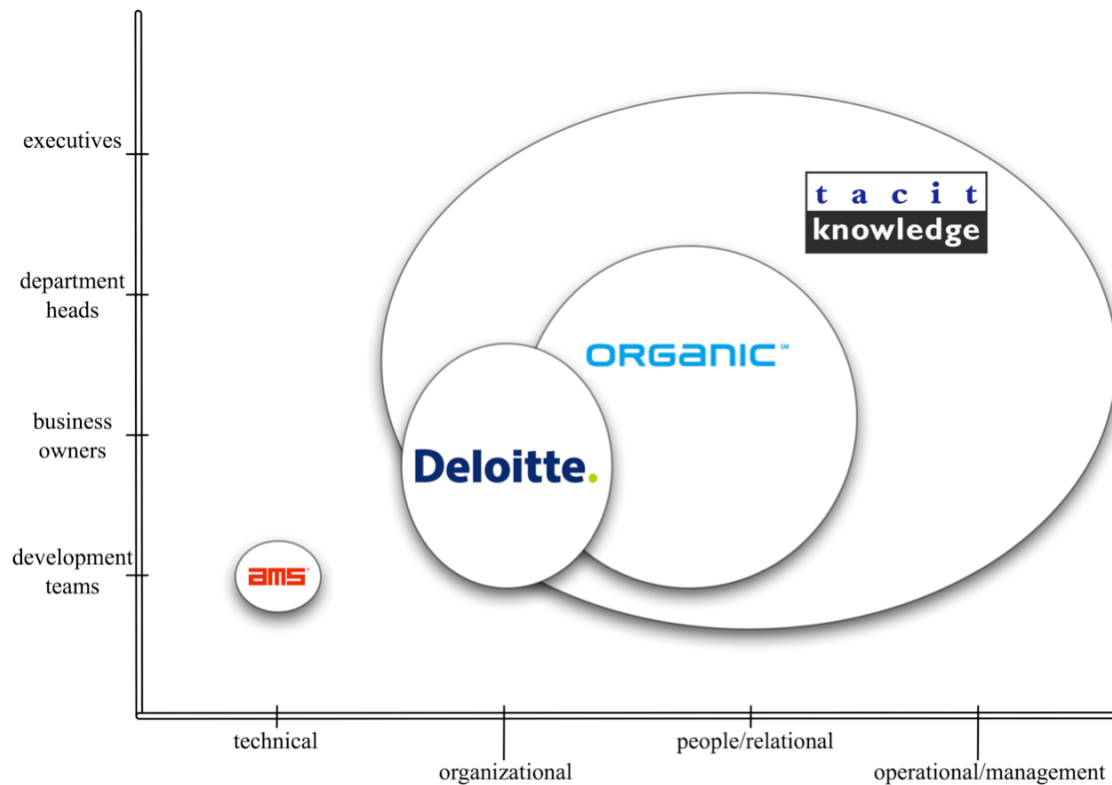
MOST RECENT EXPERIENCE

Tacit Knowledge: San Francisco, New York, Guadalajara Mexico, Chisinau Moldova
Chief Operating Officer/Founder/Board Member
October 2002 – Present   www.tacitknowledge.com

Tacit Knowledge is global software development consultancy providing businesses with enterprise integration and crisis management solutions. As detailed by the diagram above, not only have I been able to grow my role & skills sets, but also the levels at which I have been able to affect change with in an organization. **Below is a snapshot of some of my accomplishments to date.**

- Executive of a global organization with four offices in three different countries.
- 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
- 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.
- Creation & negotiation of contracts with clients, candidates & vendors. Many of the client contracts have been valued at over $1M.
- 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.

PAST EXPERIENCES

Organic Inc: San Francisco, CA
Managing Project Engineer/Acting Director of Engineering
May 2000 - October 2002

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

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

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 deliver 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