

EXPERIENCE NARRATIVE

This document has been created in response to requests for more detail than a 2-page resume can provide. The intent is to provide a narrative, weaving the details of my life's professional experiences together. Hopefully you will find this helpful, providing a more comprehensive 'whole cloth' than the resume alone can possibly achieve.

My stated *direction* is to find a software-oriented leadership position. Product Manager, P&L Head, and business unit leader, for software or Software as a Service (SaaS) product offerings are good examples. My strong value contribution is built on two strengths, Business and Technical. As you read, watch how these two layers mutually support each other and create a synergistic effect.

Whether your company is *in* the software industry, or you have a software/SaaS/technology team in-house, there may be a need for us to talk. I'm optimistic you will understand the *powerful, unique* values that I can bring to your organization.

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TECHNICAL

INDUSTRIAL MANUFACTURING

Following service in the U.S. Navy, I attended Eastern Michigan University, obtaining a Bachelor of Science in Computer-Aided Design with a focus in Industrial Manufacturing. This degree included an education in robotics, machining, PLCs, and other industrial manufacturing concerns. It was also toward the end of the era, where the CAD operator often programmed their own software. As a result I spent a large portion of my undergrad doing programming in Basic, Assembly, Fortran, C, and C++.

CODING IN ASSEMBLY, FORTRAN, C, C++

The coding discussed above formed the initial foundation of my software development experience. I have developed drafting applications from scratch, in a number of the languages described above. I do not profess to be a professional developer...but I *do* understand development well enough to know what is real, what isn't, and to provide direction to development teams.

MACHINE SHOP, MAKING CHIPS

Completing my first degree, I spent time working for a small ma & pa (just 'pa', actually<g>) machine shop in Warren, Michigan. This ~50 person shop had all the expected manufacturing machine tools, from boring mills, to manual mills, lathes, CNC (2, 3 & 4 axis), test benches and the like. I was the only full time CAD (computer-aided design) operator they had. Here, I cut my teeth on entry-level design, hand-coding G- & N-code, and tons of detail work while reporting to the plant superintendent. A key luxury was, after weeks on a given design, being able to freely tour the shop floor, talking with the operators (an immense learning opportunity), and *seeing* the fruits of my efforts begin to take physical form. I *thoroughly* enjoyed this period in my development.

PRODUCT SUPPORT

As machine shop CAD operator I was involved in the software evaluation for a new 3-D surface-based CAM solution. This led to my direct hire by the vendor whose product we had chosen, some months later. Reasons cited by the general manager, were the sophistication of my questions, depth of thought, and personality.

In product support, I directly interacted with all our customers, providing detailed support for everything from hardware drivers, post-processor creation, cutter path debugging, 3-D NURBS surfacing instruction, model debugging, to QA testing, feature requests, and on-site technical consulting. The highlight of this role came when the Americas Cup all-women sailing team, *Americas*³ specifically requested my dedicated on-site support with their use of the surfacing and machining solutions. It was exhilarating to be involved in the project, visit hydrodynamic testing facilities, and have a personal involvement in such an exciting activity.

TEAM LEADERSHIP

During this time, I began pursuing my MBA, which I'll speak to later. My ongoing technical and customer successes, combined with my increasing business literacy, rapidly supported two promotions in the Product Support organization, becoming the lead for the MCAD (manufacturing) team.

BUSINESS PROCESS DEVELOPMENT

SOFTWARE LICENSING

Software licensing, particularly *network licensing*, can be a rather gnarly topic. Most people, in my experience, prefer to avoid the topic because it can be unpleasant to deal with. Larger customers rarely have a grasp on the number of licenses they're using, what versions, or where. The network license servers have a level of technical complexity of their own. A complexity exasperated by client network topologies, security concerns, and their own concerns about being seen as 'pirating' licenses...all of which create difficulty when trying to authorize and deploy the software for use. The larger the organization, the more intricate, with enough idiosyncrasies laid on top, making a bowl of spaghetti look organized.

After a period of my own frustration, I decided to delve into the subject matter and ended up becoming one, of two, nationally recognized subject matter experts in the field sales force. My manager at the time described my value: "JT fixes the things most people don't even want to *think* about..."

The ability to effectively communicate at both a business level as well as technical, enabled me to be a key player in helping define and create Autodesk's first ever Global Network User License (GNUL) model. The existing model had proven too inflexible to meet a key customer's demands (Ford Motor). The engineering team for Autodesk's flagship product, AutoCAD, had been evaluating new licensing technologies at the same time. By effectively representing the customer's interests (including General Motors), and having established a relationship with the product manager, we were able to select the right technology. Months later, the AutoCAD Product Manager told me, '...it was your keeping me informed, and letting me know what Ford was doing, that made up my mind which solution to select...'

BUSINESS PROCESSES

More than once, my experience as a support team lead, development core team member, and network licensing expert, created opportunities for me to help define backend business processes. These processes included multiple improvements in our Salesforce.com implementation, new product support processes, and network license authorization improvements. Using network licensing as an example, I identified software serial number database failures, license upgrade abnormalities, and issues impacting customer authorizations, deployment, and satisfaction concerns. None of which are trivial when a customer wants to return 1,200 licenses they bought last quarter...

TECHNICAL CONSULTING

My teeth were first cut doing consulting as I became a member of the Strategic Services Group. SSG was the company's second attempt to develop a stronger services side of the business. Here, I was the first and only MCAD consultant servicing North America. As a member of SSG, I was tasked by Executive Management to assess a joint venture proposal by ABB. This was my first *serious* use of skills learned through my MBA, balanced against technical knowledge, and an awareness of my own company's business model. Over the course of 13 months, I met with senior managers in both companies, visited a dozen ABB facilities, and assessed homegrown solutions at each. The final deliverable was an executive level presentation with attendance from both companies.

BUSINESS

GLOBAL CORE TEAM LEADERSHIP

As the MCAD product support team lead, described above, I was also selected to represent the Worldwide Support & Services organization as a member of the MCAD division's software development 'Core Teams'. A *Core Team* was the managing body for major software deliverables consisting of the major business unit and functional area representatives, such as WWS&S, Development, Test Engineering, Technical Publications, Operations, Marketing, and so on. As a participating member of these teams, I routinely participated in decisions with global impact for our flagship products; more than once, as the 'customer advocate' having very impactful input.

GLOBAL TECHNICAL ACCOUNT MANAGER

By 2000, Autodesk had clearly become one of the dominant players in the digital design arena. By revenue, it ran neck-n-neck with a revolving door of other big players. By number of licenses, like Microsoft, it has a volume no other company could come close to matching. But, it remained a shrink-wrapped boxed product company struggling to mature into a more solution-oriented player. It was in this context that I became the company's first-ever Global Technical Account Manager, for Ford Motor Company.

As Ford attempted to self-manage its own implementation of our products, combined with a third party vendor's production, they threw in the towel. In a letter to the CEO, they (not so delicately) requested a dedicated account management team. Three days later, alongside a friend and dedicated Sales rep, I found myself in this new role.

This role required managing relationships of multiple Ford divisions, Autodesk divisions, third party vendors, and six VARs, on both sides of the Atlantic. Herding cats comes to mind. The key challenge was, in short order, to understand the issues, determine a solution, and facilitate execution toward a common goal. Not a small challenge when dealing with a dozen different parties, each with different motivations and goals of their own.

I continued on in this role for Ford, also gaining responsibility for General Motors, Visteon, Delphi, and Toyota.

BUSINESS DEVELOPMENT & MARKET ASSESSMENT

On three occasions I was either directly involved, or lead, the effort to propose a business or complimentary technology acquisition to executive management. In each instance, the effort required a proper assessment, including a financial and market evaluation of the item to be acquired, as well as the corresponding market opportunity we may be able to capitalize on as a result.

PRODUCT MANAGER

SENIOR MANAGER

Working for LASON, later HOV Services, I held a director's level position with multiple managers and their respective organizations reporting to me. This role proved one of my most challenging, and most rewarding. During the hiring process, there had been an impression I would be replacing a former product manager. On arrival, I found there was a significant leadership vacuum. The 'product manager' I would replace had already left the company and, in actuality, had been a *project* manager without full control of the P&L. There had been no effective leadership in the role for nearly four years, purse strings were held by other organizations, and sales proposals were evaluated using a four year old price schedule and approved by whichever senior executive happened to be in the office at the time.

The first year was largely spent doing team building, getting my arms around the business unit, cost controls, budgets, sales and marketing efforts, realigning development efforts, and getting the business moving forward as a cohesive unit. Building a cost model, to truly understand the cost to run the business was a nearly two-month long effort. As the company was acquired shortly after my hiring, this all needed to take place with minimal input or assistance from my manager, the company president, as his attention was elsewhere by necessity.

After nearly 18 months, the team had come together very effectively. Fires were under control effectively enough that new business processes could be developed to begin further quenching fire outbreaks. And, with a new programs management team in place, the 'coordination' arm of the unit, the business unit was able to operate on its own without my daily oversight.

P&L RESPONSIBILITY

As a profit & loss (P&L) head, I was accountable for overall execution of the business financially. In the first year, by improving efficiencies, letting us hold the line on headcount, and reinvigorating the sales force, we were able to see revenue increase 16% year over year on a 4% increase in cost.

Personal and organizational focus was seriously challenged the second year. Amidst consolidation, reorganization, corporate process changes following the acquisition, and preparing to be acquired a second time, the second year saw a ~10% year over year growth on approximately 6% increase in costs.

DEVELOPMENT

Upon arrival, one of the initial issues I needed to deal with was perception. In one particular area, Development, there was a complete lack of appreciation for the team's efforts by others in the company. In extreme cases, other VPs openly questioned the resource expenditure and where it may be used more effectively.

This perception was, in part, due to the lack of leadership and of a 'face' to the organization. It was also supported by the then-current approach toward rolling out new features. Features were typically developed based on Development's perception of need and in response to current customer project requirements. In no case were the new features broadcast to the organization.

To combat the 'trickle-out' approach to feature releases, Development adopted a quarterly release basis. This served two core purposes. First, on a quarterly basis, we now had the ability to plan the work to be undertaken. This provided a more constructive use of available resources while also allowing the team to begin targeting new features and improvements in a planned fashion. Second, with a quarterly release cycle, we now had the ability to broadcast to the entire company the fruit of the team's efforts. This 'big bang' was frequent enough to capture attention, ensure participation in scheduled calls, without being too frequent or overbearing. What's more, ongoing customer-specific feature development could now also be included in the quarterly release announcements. This one change, moving to quarterly releases, had one of the single-largest impacts on how the team was perceived externally.

PRICING POLICY

As a result of the leadership vacuum and general inattentiveness to the business unit, key items such as pricing were neglected. Pricing was typically done seat-of-the-pants with no current understanding of the business costs. The dominant tool for calculating customer-facing pricing was a four year-old price calculator that, on close examination, was unnecessarily complex—and broken.

On realization, this launched a nearly three month project to understand all the component costs of the business. It involved evaluation at the cost center G/L code level, reviews of hardware depreciation, leasing expenses, software maintenance, telecom and datacom, storage projections, and staffing, all mapped against current and projected customer activity.

The result was a current understanding of costs effecting the business. For the primary repository, with 50 Terabytes (TB) of saleable space, we now knew cost to the nearest Kilobyte (KB) and could comfortably adjust customer-facing pricing even in the most competitive of situations. In conjunction with the MIS organization, this new understanding also supported creation of new pricing models further improving competitiveness.

LARGE SCALE TECHNOLOGY PLATFORM REPLACEMENT

The single largest, strategic project undertaken while with HOVS was the replacement of the technology underlying their business process outsourcing *workflow* solution. The workflow platform provided the ability to automate business processes such as Accounts Payable, Accounts Receivable, Medical Adjudication, and more.

The existing solution was identified as constraining business growth. Underlying reasons included lack of scalability, instability, and being a closed technology was only supported by the vendor. By extension, this meant extended time to market and an increasing risk of missing delivery dates.

As the Product Manager, I led the effort to justify the need for replacement, work with the CTO and Development to identify the replacement solution, and develop the business proposal with all supporting detail. The key drivers were *time to market; *a move toward a consolidated solution; and, *risk management by accelerating solution development and outperforming delivery dates.

Following approval, my team owned responsibility for managing development, both domestic and international, capital expenditures, and overall project management involving all key groups, such as IT, Security, Datacom, Networking, Storage, and so on.

Start to finish, the entire project spanned 17 months, from inception to first commercial deployment and involved most major organizations within the company.

OPERATIONS MANAGEMENT

Unlike many product managers, wearing a dual hat as P&L Head, I was also the only business-side manager with direct operational responsibility. This include responsibility for both corporate and product Help Desks, Operations staff, and more than 56 dedicated servers between both primary and secondary data centers.

One of my key focuses was improving overall operations. On arrival, I discovered there was *no* instrumentation of the system which precluded any form of management dashboard. Many servers were well past End Of Life (EOL). Some of the most critical components were 5 and 6 years old with no maintenance or warranty coverage. Similarly, multiple single-points of failure existed in a system where there should have been none.

With an Operations Manager to maintain the system on a daily basis, my focus was balancing priorities while beginning to modernize the environment. All systems were cataloged and evaluated based on criticality and EOL. Similarly, a process to begin instrumenting the environment was undertaken so basic decision making could be supported through both historical and real-time data.

Another key factor was business continuity and its subcomponent, disaster recovery. It was identified early on that no testing in any fashion had been done. An assessment of our ability to execute the business continuity and contingency plan was undertaken and found wanting. To address this, the Programs Management team led the effort to develop a 4-phase plan to address the shortcomings.

The preceding are representative highlights of the breadth and depth of operational concerns I identified and worked to address continuously. Other less critical, but essential concerns, included the need to completely revamp business processes, automate key areas of new-customer configuration and setup, as well as having off-shored non-core Help Desk activity to an Indian subsidiary.

MBA, TECHNOLOGY MANAGEMENT

About 5 years into my professional career I obtained my MBA, with a focus in Technology Management. Initially this was undertaken to support my decision to move from being purely technical, to having a stronger business orientation. Consistently, the lessons learned are directly applicable to current business concerns.

One classic example involved contract negotiations with a major customer. At the end of the day, the customer wanted to know if, rather than paying annual installments over a three year period, if they could pay a single, smaller, amount up front for the entire contract. I immediately recognized this as a time value of money consideration. Leading my team through the calculation, and knowing the internal rate of return, I was able to provide justification both, for the CFO, as well as for the Sales VP who would rather have the revenue up front.

The education was also directly applicable in the various proposals described previously, especially the initial ones. In the case of acquisitions, it provided the basic knowledge to be able to read company financials, understand what went into them, and mixed with real world experience, having meaningful discussions with finance managers, executive staff, and any other concerned party.