

**iOdyssey LLC - Monument, CO 2009 – Present**

---

**Executive Director, Program Management and Software Productivity**

Consultant specializing in Project Management, Software Development and Organizational / Project Productivity.

- Developed EasyEV, an MSPProject add-on that simplifies and enhances Earned Value Management using MSPProject.
- Authored the productivity book: "A Successful Life", Published June 2011.
- Writing: "The Five Myths of Being Productive" Target Publication 2012
- Web Site Development
- Program Management and Productivity Consulting

**Seagate - Colorado Springs, CO 2004 – 2009**

---

**Executive Director, Engineering**

Managed a group of 72 embedded firmware and qualification engineers for the Advanced Storage Architecture group. Redefined team goals and objectives. Established disciplined management, engineering, and human behavior practices that produced more accurate delivery of product with significantly less code rewrite and better quality.

- Brought into company as member of the site executive team to specifically re-energize the project and establish a repeatable record of successful on-time quality deliverables.
- Reset the values and expectations for group and individual behavior, encouraging and rewarding positive behaviors and proactive, independent creativity with employee performance reviews and productivity tied to compensation.
- Effectively implemented Level 2 CMM processes to provide accurate project planning, tracking & oversight, requirements management, configuration management, and quality assurance.
- Implemented a real time feedback mechanism utilizing earned value and trend metrics to dynamically identify schedule variances. This allowed managers and engineers to implement immediate corrective actions to insure on-time delivery against schedules.
- Identified & implemented Requirements Management Process & Software Change Control Board.
- Matured design and system integration & test practices resulting in proactive identification and elimination of bugs.
- Technologies group used including Java, C#, XML, HTML, SOAP, etc. for the frontend, to C++, C, and assembler for the backend data array engine.

---

**Results:** Initiative brought out a marked change in corporate culture that resulted in significant improvements in quality, reduced product time to market, increased overall productivity, and achieved a notable change in staff morale, creativity and performance.

---

**Encoda Systems - Colorado Springs & Denver, CO 2001 – 2003**

---

**Senior Vice President, Engineering**

Managed multiple engineering sites and software projects across three lines of business in the US, Canada, and England. Managed development, system engineering, QA, CM and Support groups totaling 230 employees for various broadcasting products.

- Assumed responsibilities of an underperforming product development division with wide-spread client dissatisfaction forcing the company to consider discontinuing one product and absorbing \$50M in losses.

- Developed a corrective action plan that included implementing CMMI processes and garnered CEO acceptance to implement.
- Leveraged plan, business and human process changes to restructure multiple undisciplined engineering organizations and projects to consistently meet deliverables.
- Successfully spearheaded an Offshore Engineering Initiative to transfer software engineering for selected products to an India-based subcontractor.
- A large variety of engineering disciplines were employed to support 20 year old legacy systems to newly developed systems. Examples include everything from .Net to visual C to RPG using home grown databases to DB2 and Oracle

---

**Results:** Within a one-year period the struggling product line had become the company's "flagship" product. Sales increased and dissatisfied customers were converted to company references. Business, engineering, and human processes were implemented to overhaul multi-site organization projects that were missing deadlines and deliverables.

---

### **ChannelPoint - Colorado Springs, CO 1999 – 2001**

---

#### **Vice President, Applications Development**

Managed a development group of 120 software engineers building presentation and business logic for an n-tier Java based case management system for order placement, policy processing, and policy issue for a web based insurance solution for major insurance companies.

- Took over a struggling work environment that worked hard but failed at meeting deliverables.
- Conducted assessment and found inefficiencies in technical and business processes.
- Created and applied a focused campaign of working smarter. Achieved discipline and predictability within a chaotic software environment resulting in on-time deliverables.

---

**Results:** Initiative worked; business and human behaviors were modified to meet productivity and deliverable benchmarks with significant team morale enhancement.

---

#### **Director, Development**

Defined and implemented processes to establish a baseline methodology (both management and engineering) that was used to successfully deliver CPSDK 2.1, an object to relational data base foundation product that automates underlying technology for Java development projects.

---

**Results:** Was asked to assume responsibility of application development and roll out the same set of processes and methodologies.

---

### **New Era of Networks - Englewood, CO 1998 – 1999**

---

#### **Vice President, Applications Development**

Managed a development group of 20 software product engineers building a middle-tier messaging system to deliver banking transactions to the host banking DB application.

- Restructured a disarrayed software product group of 20 engineers.
- Collaborated with marketing and sales to establish strategic product direction.
- Implemented CMM Level 2 processes allowing predictable and repeatable product deliveries.
- Product supported on HP, SUN, and NT on both Oracle and Sybase databases. Code development included Powerbuilder, C++ and Database.

---

**Results:** Group began to deliver quality products on time; thereby, rebuilding a dysfunctional relationship with a Fortune 100 client, preventing the loss of major funding.

---

**Director of Product Development**

Managed a group of 45 software engineers for Auto Data Collection and Barcoding software products. Managed development groups in Atlanta, Rhode Island, Minneapolis, Chicago, Scotts Valley, CA. and Englewood, CO.

- Revamped the software engineering organization to begin efficiently producing quality software projects within time constraints.
- Implemented SEI Level II Capability Maturity Model processes and Product Realization Processes.
- Devised strategic shrink-wrap and custom product strategic plans.

---

**Results:** Collected Metrics reflected a 76.9% increase in software development efficiency within 6 month period. Also reduced customer implementation time by 50%.

---

**Prior to 1995:**

Worked in the Defense sector as a software developer, system engineer, technical lead, and project manager.