

Jerry Harris

Technical Executive / Executive Coach / Interim VP of Engineering

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Skills at a Glance:

- Agile Transformation
 - Scrum/Kanban Best Practices
 - Team Structure and Mgmt
 - Business and Tech Alignment
 - Continuous Improvement - RCA, Focus on Quality
- Engineering and QA
 - B2C, B2B, Full-stack, Mobile
 - Tech Innovation
 - Technical Roadmap
 - Tech Design and Refinement
 - Quality: Automation
- DevOps
 - On-prem and Cloud Mgmt
 - CI/CD Release Planning
 - Quality: monitorability, uptime
- Product Management
 - Product-centric Collaboration
 - User-centric Lifecycle
 - Roadmap Planning
 - Business Value Prioritization
 - Story refinement best practices
- Team Management
 - Performance Reviews
 - Resource Evaluation
 - Recruiting & Interviewing
 - Budget Management
 - Coaching / Mentoring

As a seasoned Technical Executive and Executive Coach with over 20 years of experience, I have a proven track record of helping organizations transform their product development processes. My approach centers on custom Agile solutions that enable teams to improve their workflow, innovation, and overall quality of products. By prioritizing customer and business value and holding teams accountable to a set of expectations, my method helps organizations integrate product discovery and delivery. As a VP of Engineering, I have led the development and shipment of dozens of B2C and B2B products.

HIGHLIGHTED RESULTS:

- Led a FinTech startup's Engineering and DevOps team through B2C product launch, technical due diligence, and the company's eventual acquisition
- Directed ten distributed teams through an entire B2B IoT platform rebuild, reaching alpha on schedule in seven months
- Instilled a product-centric approach to prioritization, planning, story development, refinement, and cross-functional collaboration in an email marketing company.
- Transformed a multi-team org from Waterfall and big releases to using Agile and Continuous Deployment
- Led a 186-person, cross-function, geographically-distributed organization, innovating and delivering the company's flagship mobile browser to millions of customers and over 20 smartphone product lines.
- Led an innovation effort to build an RTB platform.
- Helped change the world by leading the team in creating AOL's first web

browser and AOL Instant Messenger.

PROFESSIONAL EXPERIENCE

Pier Wave Consulting, LLC, Lexington, MA

2018 - present

I work with small- to mid-sized companies and startups to improve product development processes and increase engineering technical excellence.

SiteImpact, Coconut Creek, FL

Jan 2021 - Aug 2022

Agile Product Coach, Interim VP Eng (Consulting)

SiteImpact is an email marketing company that delivers customer marketing traffic. I created and implemented a new **user-centric Product Lifecycle** that aligned the product teams' efforts with higher-level business goals and values. I defined and coached the teams on all new processes, best practices, and roles & responsibilities.

Airfox, Boston, MA

Mar 2019 - Sept 2020

VP of Engineering (Consulting, full-time)

Airfox is a fintech startup offering banking services to underserved populations in Brazil. I increased awareness of our customers' experiences by creating and displaying performance dashboards, introducing root-cause analysis (RCA) best practices, and promoting a single code base for mobile apps using React/Native for iOS and Android. I managed the team through **re-launching their mobile banking product** and thorough technical due diligence before their **acquisition**. I joined full-time to help transition the engineering leadership to Brazil.

Pier Wave Consulting (cont'd)

DataKitchen, Cambridge, MA

Dec 2018 - Mar 2019

Member of Technical Staff (Contract, part-time)

Responsible for recruiting vital technical resources.

Business.com (formerly Purch), Waltham, MA

May 2018 - Nov 2018

VP of Engineering (Consulting, full-time)

Business.com is a B2B lead-gen company. I handled all the management responsibilities. Introduced a production operations (ProdOps) ceremony to add observability to the reliability of production systems critical for maintaining revenue streams. I developed a technical roadmap for the company's revenue-generating app to standardize on a unified technology stack and provide excellent conversion opportunities.

GE Digital, Boston, MA

2017 - 2018

Senior Director of Engineering

Responsible for Brilliant Analytics (BA), part of GE's Industrial Internet of Things (IIoT) product line (Predix). BA gathers, calculates, and displays **manufacturing process KPIs** (e.g., line availability, MTTR, MTBF, and Overall Equipment Efficiency) across industrial plants.

EnerNOC, Inc, Boston, MA

2014 - 2017

Senior Director of Engineering

I provided organizational and technical leadership for a distributed, 85-person Engineering organization responsible for building, testing, and deploying EnerNOC's IoT Big Data Analytics Platform. The platform is a mobile-first SaaS data analysis platform with Angular-based applications, Hbase backend data stores of time-series data, and integrated Business Intelligence reporting. Specific accomplishments:

- **Platform Reboot:** Worked with ten teams and the CTO during a 7-month rewrite of the IoT Big Data platform and Single Page Applications (SPA). Leveraged AWS's **serverless architecture** to accelerate our time to market: Lambda, Kinesis, DynamoDB, and Redshift. We utilized the Neo4j graph database to model business domain objects, RBAC (role-based access control), and the aggregation model.
- **Change Management:** Merged two engineering groups into a single DevOps, automation-first organization capable of using innovative engineering practices to deliver high-quality, customer-pleasing products.

Key technologies: Mobile responsive web apps using AngularJS & NodeJS, IoT communications, AWS Serverless systems: Lambda, Kinesis Streams, DynamoDB, Redshift; Spark, HBase, Neo4j, Forgerock IAM and single sign-on, Oracle

ChoiceStream, Inc, Boston, MA

2011 - 2014

VP Engineering and Systems Operations

Engineering executive responsible for implementing the company's strategic shift to adtech. We built a new Big Data, NoSql-based complex event processing system to process millions of impressions daily. The system served downstream data consumers with real-time, highly normalized data lakes to support customer value delivery. I managed the system operations of the company, including its data center and AWS usage.

Key Technologies: Cassandra, Hive, HBase, Aerospike, Storm, Elasticsearch

Nokia, Inc, Burlington, MA

2007 - 2011

Director, Mobile Web Browser and Web Run Time

I was the Technical and Product leader for a highly-visible, cross-functional, geographically-distributed organization responsible for innovating and delivering Nokia's Webkit-based mobile browser to millions of customers across 20+ smartphone product lines.

Nokia (cont'd)

- **Innovation and Leadership:** I focused the team on producing user-driven results in a dynamic, fast-paced environment. I coached the Browser Leadership team on collaborating and prioritizing decision-making to satisfy our customers' needs.
- **Strategy:** Defined strategic product directions: re-engage with the open-source community around the Webkit engine, focus on technical innovation, and cut maintenance costs by unifying browser code base across dozens of devices and OS versions. We rolled out site strategies for autonomous product development in Boston, Silicon Valley, and Bangalore, India.
- **Agile Lifecycle:** Oversaw Agile rollout to the entire browser organization, fitting into Nokia's larger program management structure. I introduced usability studies and roadmap reviews.
- **Finance and Management:** Re-engineered a single 160-person development organization into two separate organizations with 12 senior managers. I oversaw the hiring of 148 new employees in 3 sites. Responsible for a \$12M yearly budget.

Key Technologies: WebKit Mobile Touch Web Browser; hybrid mobile development platform and ecosystem (Web RunTime); Platform Service APIs (e.g., location, calendar, contacts); HTML5

Pegasystems, Cambridge, MA

2007 - 2007

Senior Fellow

Developer in Pega's core business application as a Certified System Architect using Javascript and Visual Basic

Ruckus, Inc, Dulles, VA

2005 - 2006

VP of Engineering, Boston, MA

Responsible for product innovations such as legal digital music sharing and social networks focused on music discovery and sharing. Introduced Sprints and feature prioritization based on urgency and impact.

Key technologies: Java/J2EE, Hibernate, Windows Media DRM, Qt application framework

America Online, Inc (AOL), Dulles, VA

1995 - 2004

Technical Manager, System Architect, Software Engineer, Maynard, MA

Helped to change the world with a small team of engineers creating and delivering AOL's first **Web Browser** and **AOL Instant Messenger** clients on Windows, Macintosh, and PlayStation 2. **Cultivated a competitive spirit and feature innovation** to stay competitive with Netscape, ICQ, and Microsoft Internet Explorer.

EDUCATION

Leadership Development Program

Center for Creative Leadership, St. Petersburg, FL

Mediation and Conflict Resolution

Harvard Law School - Program on Negotiation

Master of Science, Computer Science

Georgia Institute of Technology, Atlanta, GA

Bachelor of Science, Computer Science

Florida State University, Tallahassee, FL

PATENTS

U.S. Patent #7,617,458 – Managing Navigation and History Information

Managing navigation and history information in the AOL client with an embedded browser window.