GABRIEL LAWSON
VP, SOFTWARE PRODUCT DEVELOPMENT, PROJECT MANAGEMENT & QA

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I make software and engineering organizations more productive, predictable, and proactive.

VP, Software Development who drives productivity, maturity, and innovation in technical organizations. Demonstrated excellence in leading, directing, building, and scaling multi-site development organizations from 25 to 230 members, including vice presidents, directors, managers, engineers, BAs, QA, and off-shore personnel.

Specializes in maturing an organization's ability to consistently deliver quality software on-time. Repeatedly transformed groups into top-performing software teams by teaching solid software engineering and QA techniques, implementing PMI management practices, and enhancing human behaviors to make teams more effective.

Known as an "organizational mechanic" who fixes and fine-tunes organizations. Thrives in a coaching and mentoring role, and repeatedly finds ways to make others successful. Reputation for turning dissatisfied customers into happy clients.

> *"Gabriel was brought in specifically to lead the engineering organization towards repeatability and predictability. He changed an entire organization's culture and created an organization that prided itself on product delivery."*
>
> *- D. Miller, Senior Director of Engineering*

WORK HISTORY

Senior VP, Software Product Development	Encoda	Broadcast Solutions
VP, Product Engineering	New Era of Networks	Banking
VP, Software Engineering	ChannelPoint	Web Insurance
VP, Technical Project Management & QA	PGI	Web & Audio Conferencing
Executive Director, Software Engineering	Seagate	Computer Storage
Director, Product Development	Peak Inc.	Warehousing

AREAS OF EXPERTISE

Software & Application Development	SDLC Management	Quality Assurance
Software & Product Engineering	Agile Methodologies	Risk Management
Software Project Management (PMI)	Software as a Service	Process Improvement
Technical Product Innovation	Program Management	Change Management
Mobile Application Development QA	System Architecture	Cultural Transformation

EXPERIENCE

PGI   2012 TO 2016

VP, Technical Project Management: Promoted to VP role after driving significant change and transformation as Director. Established and scaled a multi-site (on-shore and off-shore) organization of 45 Technical Project Managers and Quality Engineers. PGI is a leading provider of SaaS audio and web conferencing solutions.

- Overhauled Technical Project Management group by maturing project planning, tracking, and oversight practices to create predictive project management for software development. Recognized as most mature organization company-wide.
- Introduced BEAM: Balance Engineering & Management, marrying Agile with PMI management tools, thereby aligning SDLC with corporate predictability objectives for meeting customer commitments.
- Revitalized QA organization, and drove strategic, multi-year initiatives to promote load testing and automation that reduced deployment time and increased testing coverage.
- Instituted earned value management system coupled with release burnup charts, so engineers would view project progress, implement corrective actions, and ensure timely completion of deliverables.
- Conceptualized and implemented Project Management and QA dashboards with real time assessments for product managers to view on-going product progress and quality leading up to product approval.
- Raised employee engagement by incorporating continuous improvement goals and positive values in reward and recognition programs. Also, taught emotional and organizational intelligence strategies.
- Introduced Requirements, Testing, and Environmental Defect tracking system to improve user stories, requirements, and developer unit testing.
- Increased audit compliance by standardizing weekly project tracking and reporting.

SEAGATE TECHNOLOGY   2004 TO 2009

Executive Director, Software Engineering Development: Evolved group of software, firmware, and QA engineers from an under-performing, micro-managed team into a creative, innovative organization delivering an advanced, high-transactional, high-availability RAID storage array. This group used Java, C#, XML, HTML, and SOAP for the frontend, and C++, C, & Assembler for the backend data array engine.

- Slashed time-to-market and achieved critical launch dates by growing software team from 25 to 72 engineers.
- Positioned organization to, for the 1st time, consistently meet established deliverables, largely by delineating 5 steps that transform habits and elevate groups from effort-driven to efficiency-driven.
- Filed 3 performance patents addressing critical array performance issues.
- Reduced schedule variances from 30% to 4% by implementing real-time feedback tool utilizing earned value and trend metrics so engineers could view variances and conduct immediate corrective action.
- Cut SDLC 23%, by introducing principles that promoted discipline in project planning and tracking, requirements management, configuration management, design, development, testing, and QA.
- Served as group lead for Seagate's Software Best Practices Committee and individual contributor to Seagate's Software Architectural Committee.
- Minimized software bugs by teaching and maturing design processes and implementing test-to-requirements testing practices to proactively identify and resolve issues.
- Improved productivity and employee engagement by resetting values and expectations, rewarding positive behaviors, and promoting proactive and independent creativity through employee performance reviews with productivity tied to compensation.

- Developed programs to drive innovation, initiative, and teamwork critical to building highly-complex technical solutions.
- Dramatically reduced software rework by identifying and implementing a Requirements Management Process and Software Change Control Board.
- Designed, developed, and taught a two-day seminar on "Being an Effective Leader" to increase management effectiveness, attended by all site hardware and software managers.

ENCODA SYSTEMS — 2001 TO 2003

Senior VP, Software Engineering: Recruited to this leading provider of software and automation solutions for the broadcasting industry during a period of sweeping change. 5 competitors spanning North America and Europe – all at different maturity levels – had consolidated into 1 umbrella organization. Led the 230-member software organization and elevated it into a group that consistently innovated and engineered solutions that met deliverables. Team was comprised of engineers, VPs, Directors, PMs, business engineers, QA, support staff, and documentation personnel across 3 lines of business. Established an off-shore development operation. Eliminated redundant product offerings, raised productivity and quality, and promoted shared resources. Technologies included .Net, visual C, RPG, DB2, Various OSs, Oracle and other relational databases.

- Escaped potential $50 million negative financial impact by transforming product with exceptionally low client satisfaction into a flagship product. Also changed angry customers into reference clients.
- Established standard project management procedures, as well as earned value project management, that directly resulted in improving tracking, risk management, and product planning and delivery.
- Launched and steered development of a .NET framework reducing new product time-to-market.

CHANNELPOINT — 1999 TO 2001

VP, Software Engineering: Promoted to Vice President of all engineering teams after serving as Director of the middleware group. Managed 120 presentation, middle-tier, and DB engineers, along with QA personnel. ChannelPoint built and delivered a complex SaaS insurance Web application for order placement, policy processing, and policy issue of insurance claims in a distributed processing, client/server Java topology.

- Reached 80% on-time deliverability by maturing the software engineering and project management practices in the engineering teams, who previously had consistently missed project deadlines.
- Launched an intranet dashboard hub to track team and individual progress to allow quick implementation of corrective actions to bring projects back on-track.
- Advocated corporate culture change that rewarded engineers for working smart instead of working hard – consistently recognized team members for minimizing rework and other issues.
- As Director, positioned my group to deliver foundational object-to-relational database product, in an enterprise in which most other teams were repeatedly delayed on their deliverables.

NEW ERA OF NETWORKS — 1998 TO 1999

VP, Software Product Engineering: Revitalized a disorganized and underperforming 20-member development group. Team was building a middle-tier messaging system to deliver banking transactions to host banking DB applications.

- Fully restructured engineering team and introduced standard project management and engineering processes. Additionally, cultivated positive corporate culture and promoted motivational initiatives.
- Partnered with marketing and sales to establish strategic and tactical product direction.
- Instrumentally contributed to retaining Fortune 100 client who threatened to cancel contract by driving enterprise-wide change to raise the development group's product quality & on-time delivery.

- Won customer's endorsement after building record of meeting deliverables and innovating features.

PEAK TECHNOLOGIES, INC.   1995 TO 1998

Director, Software Product Development & Engineering: Coordinated 45 software engineers for barcoding and warehouse software products. Teams were co-located in Atlanta, Rhode Island, Minneapolis, Chicago, California, and Colorado. Introduced standardized project management practices across the development sites.

- Skyrocketed software development efficiency 76% in just 6 months by maturing software processes and creating a Product Realization Process.
- Increased bid accuracy 59% that proved essential to driving profitability on fixed-price contracts.
- Served business-critical role in instituting R&D group to leverage technologies and new products.
- Collaborated with sales and marketing to develop strategic box and custom product strategic plans.

BOOZ ALLEN & HAMILTON   1993 to 1995

Program Manager: Started as technical manager and subsequently promoted to more encompassing program management role to improve client relationship. Provided leadership over 12 system and software engineers.

- Retained key client after they threatened cancellation, by recommending new program oversight approach in order to deliver 2% under budget and on schedule. Captured additional follow-on work.
- Rescued $5 million dollar development project by implementing disciplined project and engineering practices and closely partnering with client to ensure full understanding and compliance with their needs.
- Won client invitation to write program management chapters for simulations and modeling textbook.

SOFTWARE DEVELOPER, SYSTEM ENGINEER, AND TECHNOLOGIST   OTHER ROLES

- Architect and Lead Software Developer of a real-time embedded aircraft Artificial Intelligence system.

OTHER

EDUCATION:
B.S Math, Double Minors: Sociology & Education, Milligan College

AUTHORSHIP:

iODYSSEY   2004 to Present
Engaged for a series of public speaking seminars on the topic of elements that transform ordinary people into dynamic leaders. Built those talks into a book, "A Successful Life: Finding Success While Creating Happiness" (Amazon.com: ISBN-10: 0982764200), which presents the science behind 5 principles for living a successful life as derived from the perspective, reflections, and regrets of dying hospice patients. Currently writing a 2nd book, "It's Not Business, It's Just Personal -- Using Organizational Intelligence to Increase Productivity."

VOLUNTEERISM:
PIKES PEAK HOSPICE & PALLIATIVE CARE   1997 TO PRESENT

RECOMMENDATIONS

"Gabriel is a first rate Product Delivery Executive/Manager. We first met while working the fast growing start-up company (Channelpoint) that was struggling with Product Delivery and its staggering growth. Gabriel was brought in specifically to lead the engineering organization towards repeatability and predictability. He changed an entire organization's culture and created one that prided itself on Product delivery. Later I was recruited by Gabriel to join him on another engineering team turn around opportunity where the organization was unable to drive quality and schedule commitments. Once again Gabriel was able to steer an organization to get it back on course"

David Miller, Senior Director Software Engineering

"I highly recommend Gabriel Lawson for senior management positions (VP, Executive Director, etc.) within software engineering. Gabriel has extensive experience with developing and implementing software development processes. He understands the importance of "Change Management". More importantly, Gabriel understands how to manage the "Human Process". He is highly skilled in making organizations (small & large) more effective and very efficient."

Gary Counts, Senior Engineering Director

Gabriel Lawson is a Teacher... Leader... Mentor. He has a passion for engineering, process improvement and helping those around him to reach their full potential. I consider myself fortunate to have had the opportunity to work with Gabriel early in my management career, where he instilled effective project management tools, continuous process improvement, and team engagement techniques that I continue to use today. I highly recommend Gabriel for an engineering leadership position as he can help any engineering organization align to and deliver on a company vision.

John Patrick, Vice President, Software Engineering

"Gabriel is a compassionate and understanding leader and his true strength is bringing order to chaos. On both occasions that I worked for Gabriel, he mentored his management team to use common sense project planning principles and corrective action techniques to manage project resources and deliver products on schedule. Additionally, Gabriel has shown that he can institute change management processes that balance the needs of the customer and the demands of his management without compromising or over working his development staff. He is a great leader who knows how to bring out the best in his people and teach his teams to work smarter, not harder."

Richard Bachet, Director Software

"Gabriel is a creative leader. He introduced Agile-like methodology to a large team and was able to measure business-level results. He also emphasized the importance of intuition in engineering, which resulted in higher achievement and creativity among the software engineering team. His intense interest in team behavior drove successful training programs that improved team dynamics. He contributed successful approaches toward a high risk business that Seagate had chosen to pursue."

Lynne VanArsdale, Senior Manager, Market Development

"Gabriel Lawson implements repeatable, managed development environments that deliver product and services on time. On two occasions, two separate companies, I had the opportunity to be a part of Gabriel's management team. In both situations, Gabriel consistently implemented a structured delivery process utilizing PMI principles of earned value and managing schedule variance. Not only did Gabriel implement these programs, he also taught his peers and direct reports the fundamentals of earned value. With understanding comes support and ultimately success. I continue to utilize skills and implement process I learned from Gabriel Lawson."

Michael Whittemore, QA Development Manager

"Gabriel knows how to build effective organizations. His insights into human interaction, emotional intelligence, leadership, communication and organizational change are thoroughly at the principle level, and he knows how to apply them. He has a deep understanding of people and how to enable knowledge work. Gabriel is truly a Level 5 Leader as described by Jim Collins; embodying the personal humility and professional will that it takes to build self-running organizations. Gabriel is an invaluable asset to those around him and is a powerful force for greatness in any leadership / management role that he takes on."

Colin Graham, Senior Engineering Manager

"Gabriel is one of the few "Leaders" that takes a personal interest in each individual he manages to help grow personal desires while advancing an organization. Over the 30 year span of my involvement in the technology industry, Gabriel was one of few guidance points to instill positive growth changes in my professional development in both personal engagement tactics and engineering advancements. In this approach, Gabriel provided me with the opportunity to realize my goals in a short timeframe while I gave back beyond any "job description" expectations and the lessons are still paying dividends. I would fully recommend Gabriel for leadership and take guidance in the direction he sets without reservation."

Brad Stocker, Director SW Engineering

"Gabriel is a results-oriented software executive that knows how to get the job done. He has a clear understanding of technology, and personal integrity. We worked together as cross functional team leaders (hardware and software), which required a great deal of cooperation. He is very professional and competent. He listens to both sides of a problem and cooperates with others even when it put his own schedule under pressure. It was a pleasure working with Gabriel. I recommend him, and believe he will succeed at any project he puts his effort toward."

Wayne Flournoy, Exec Director of Engineering

As a leader, Gabriel used his principles, skills, and practices to revolutionize and transform the behavior and culture of our department. He has quickly turned around two key groups of the PGI organization. For the technical project management team, he has taken a group of project managers who were disorganized and chaotic, and turned us into a highly effective project management shop. He has also transformed the Quality Assurance team by restoring respect and appreciation to all of the team members that had been lost under a previous leader. He inspired and led the QA team to work smarter rather than harder by implementing automated testing tools, practices, and techniques that replaced most of the old, slow, and manual testing practices. These positive changes and improved attitudes that he has planted into all of us is contagious and is spreading quickly across the entire organization and company.

John Bartels, Project Manager

Gabriel Lawson leads through a shared vision between himself, his team and other departments across the company at all levels. Being a highly intelligent problem solver with a good send of humor, you will find taking on daily challenges will get easier. His ability to listen and empathize with people at all levels and care about things important to them allows people to work as a team with a clear agreement. Gabriel helped me reduce deployment times from 6-8 hours down to 5 minutes. We built repeatable processes by simplifying and standardizing day to day activities. Gabriel helped me reduce customer complaints by 50% while our traffic grew 46% by finding the arsonists (instead of fighting fires). I would jump at the chance to work with him again. Anyone with Gabriel Lawson on their team will find life better.

Michael Owens, Infrastructure Technology Group Lead