

DALE COOK

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Proven software engineering leadership with an emphasis on delivering elegant solutions to complex problems.

Transformational Leadership: Strategic change agent experienced at restructuring engineering organizations for growth. Proven record of building productive, empowered engineering teams, and communicating the business case to achieve buy-in from all stakeholders. Champion investment in talent and team happiness as a driving factor to productivity.

Strategic Product Development: Understand product vision, strategy, and how to build product-focused engineering culture within challenging, fast-growth, start-up, and turnaround environments. Strong technical background and business acumen to strategically lead the engineering team in executing strategic objectives.

CORE COMPETENCIES INCLUDE

Strategic Enterprise Planning
Risk Assessment & Mitigation
Leadership and Mentoring

Performance Based Engineering
Product Management
Engineering Process Implementation

Hiring Organization Implementation
Culture Building and Alignment
Staff Performance Enhancement

PROFESSIONAL EXPERIENCE

Director of Engineering | [McKinsey & Company](#) | San Francisco, CA 1/2019 – Present

Owned and oversaw all engineering functions within the McKinsey Academy organization. Managed fully remote team of 45 (full-stack engineers, QA staff, project managers), spread around the world.

- Initiated and oversaw all technical aspects of the Academy refresh project, moving from a legacy platform to a modern architecture using a buy-borrow-build strategy.
- Implemented new white glove technical support operation to move from a reactive to proactive customer centric tech support.

Interim COO / CTO | [Trade Lanes](#) | San Francisco, CA 12/2017 – 2018

Moved from advisory board to assist CEO in preparing company for the first significant fundraiser for this early-stage start-up specializing in digitizing and automating the supply chain for shippers, merchants, and traders. Stepped back into an Advisory Board position after company was in better shape.

CTO: Chief Technology Officer | [Dictionary.com](#) | San Francisco, CA 1/2017 – 11/2017

Provided strategic, and tactical, leadership to reform the engineering function and introduce Agile best practices (BDD, Scrum, CI/CD, SVPG). Owned key architectural decisions while realigning engineering culture to empower team to have a stronger voice. Managed team of 30 (management, full-stack engineers, QA staff, project managers) and \$6M budget.

- Reformed critical project to move server hosting from co-location data center facility (of 15 years) to AWS. Took over project that was already behind schedule at 8 months in, with \$5M penalty for missing the deadline.
 - Led team to deliver project one month early with zero service interruptions, enhancements to in-house tool chains and customer-facing product releases, and significant cost reductions on hosting through substantial reengineering efforts beyond original project scope.
- Initiated aggressive hiring process, streamlining weeks of interviews to a single day with significant improvement in team skill set, capability, quality, synergy, and satisfaction.

CTO: Chief Technology Officer | [Voxy](#) | New York, NY 1/2015 – 10/2016

Headed Engineering and Product as technology leader, driving strategy and development. Spearheaded cultural changes to ramp up productivity, quality, and talent; mentored executives to do the same. Instituted performance-centric standards and practices.

- Transitioned Engineering to XP development, which vastly boosted productivity and engineering satisfaction. Elevated Product ownership, working with engineers and stakeholders, to make real data-driven decisions for product needs.
- Rebuilt onshore/offshore engineering team, in NYC and Sao Paulo, Brazil. With a 60% cut in staffing budget, utilized creative hiring techniques to secure top talent.
 - New talent and structure led to better productivity and more confidence in teams' abilities, which undertook significant code-improvement projects while consistently delivery strong product offerings.
- Active in Voxy reaching financial stability by cutting burn rate. Technical debt was reduced by 75% during tenure.

VP of Engineering - Distribution | [Kabam Inc.](#) | New York, NY

3/2013 – 7/2014

Promoted to pivotal technology innovation role overseeing all Engineering for Distribution team (payments, BI, account management and federation, publishing platforms, websites, API, and more). Led and mentored a lean team (45 total including; full-stack engineering, QA, project, management staff), leveraging peer-to-peer leadership. Provided architecture guidance to senior engineering without impeding productivity. Managed \$25M budget.

- Took over publishing platform (crucial to the business) that had a dismal 75% rollback rate; reduced this to zero within 6 months by bringing in modern engineering practices.
- Ensured reliable, quality payments systems with a 99.999 uptime rate, supporting \$600M in revenue per year, with zero security incidents or breaches on payment systems controlled by my team.
- Initiated development of engineering promotional tracks, working with HR, to compensate excellent engineers without requiring a move into management. Also, led changes to hiring practices, streamlining a cumbersome process.
- Championed cross-training of engineers into Scala for complex, highly scalable systems required by gaming. Using Scala, designed and architected predictive analysis engine that managed complex account federation in real-time.

Senior Development Director | [Kabam Inc.](#) | San Francisco, CA

8/2010 – 3/2013

Hired to manage game teams and identified need to build out support platforms to improve efficiency of game development. Team took over all engineering for Distribution side of the business; was promoted to VP, Engineering to lead team.

- Initiated and guided team in successfully implementing highly scalable systems that provided administration, translation, and virality services to games across the company.

VP of Engineering | [Senior Educators, Ltd.](#) (acquired by Hewitt Associates) | San Francisco, CA

12/2008 – 8/2010

Joined small team of engineers in hands-on role, building out Senior Educators backend document management systems and front-facing web properties. The web-based retiree medical insurance exchange required high client data sophistication levels and ability to track communication over boundaries (fax, snail mail, voice).

- Helped shape project priorities into a clear, actionable engineering roadmap, drove execution, and optimized quality and productivity; tracked key productivity metrics and worked toward improving team efficiency and capabilities.

Founder | Big Yellow Pad, Inc. | San Francisco, CA

1/2007 – 10/2008

VP of Engineering | AllDocuments.com | San Francisco, CA

12/2005 – 1/2007

CTO: Chief Technology Officer | Infinite Carbon Consulting | San Francisco, CA

9/2004 – 1/2006

Prior Positions: *Advanced up the ranks in Software Engineering positions at various companies over 10 years.*

PATENTS

Facilitating Localization of Linguistic Assets of a Virtual Place : #13/609,117

Improving Efficiency of Viral Messaging in a Virtual Environment : #13/603,237

Facilitating Multigame Currencies in Multiple Online Games : #14/527.809

EDUCATION

B.Sc., Mathematics & Computer Science, Flinders University, Australia