

Leadership Philosophy

"It doesn't make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do."

I've spent over four decades in software engineering, with more than half that time in leadership. One philosophy has guided me more than any other: leadership is a role, not a rank.

I came into this business when 'team concepts' were just entering the U.S. industry. From day one, I embraced the idea that a leader isn't above the team—they're a part of it. We all share responsibility for results. My job as a leader is to listen, clear roadblocks, protect focus, and amplify strengths.

The Steve Jobs quote above hangs near my desk because it reflects the trust I place in my team. I hire people for their judgment, not just their skills. I want engineers who will challenge my assumptions, not validate them.

I don't lead with bravado. I lead with calm. I believe trust and clarity scale better than fear and force. At the end of the day, I measure success not just in product milestones, but in team retention, shared pride, and how many people would choose to work with me again.

That's leadership to me.