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To Whom It May Concern:

It is with great enthusiasm that I write this reference letter for Hiromi Shikata in support of their application for one of the following roles: CTO, Development Team Manager, Senior Software Architect, or Senior DevOps Engineer.

I had the privilege of working with Hiromi from August 15, 2023, to December 31, 2024, at XDeli, Inc. (5-17-1 Shimbashi, Minato-ku, Tokyo). Our team was highly diverse, comprising members from Asia, Europe, and America. Initially, it was a small group of three developers, which Hiromi grew into a productive team of 11 by the end of their tenure. My role at XDeli was as a Software Engineer and Software Architect, while Hiromi was our team leader.

Hiromi's leadership extended beyond mere management. At the beginning, when the team was small, she actively contributed to DevOps and software architecture tasks. What sets Hiromi apart from other team leads I've worked with during my 20-year career is her exceptional engineering skills. She quickly resolved deployment issues and excelled in system architecture design. Hiromi possesses deep expertise in AWS services, including EKS, ECS, Lambda, RDS, and others. Her technical proficiency spans many programming languages, with particular strengths in JavaScript, Golang, and Python. Moreover, her architectural decisions were always guided by principles like Domain-Driven Design and clean code.

The tasks we worked on were complex startup projects with rapidly changing business requirements, designed to set our company apart in a competitive market. Hiromi maintained close communication with the CTO and CEO and, in my opinion, was a key source of many innovative ideas.

Hiromi consistently sought feedback from team members and worked tirelessly to improve processes. She automated repetitive tasks, utilized GitHub features to their fullest, and minimized the time developers spent on non-development work, such as time tracking and report generation.

What I admired most was Hiromi's ability to recognize the unique strengths of each team member. Like a skilled basketball coach, she positioned everyone in roles that maximized their potential, resulting in goal achievement. This approach worked exceptionally well.

Despite the cultural diversity of the team, Hiromi's professionalism and Japanese politeness fostered an excellent team dynamic and a positive working environment.

Finally, the most important measure of Hiromi's leadership is that we achieved our business goals, even in the fast-paced and unpredictable startup environment. We delivered all requested features.

Please feel free to contact me at +37060207124 or airenass@gmail.com if you require further information or wish to discuss Hiromi's qualifications in greater detail.

Sincerely,

Airenas Vaiciunas