



Engineering Leader

Manager / Director / Head

Alec ROY

With nearly 15 years of leadership experience across **engineering, product** and **management**, I have led public institutions, SMEs and a unicorn through hyper-growth by structuring delivery, driving transformation and developing people.

My style is **human, collaborative** and **results-oriented**. I create the environment for people to grow, gain autonomy and find meaning. My leadership combines strategic vision and a coaching mindset, grounded in three core values: **transparency, trust** and **excellence**.

Recognized by my peers and direct reports for my ability to unite, motivate and inspire, I bring empathy, spontaneity and pragmatism. I challenge the status quo, test, learn and iterate, driven by my strong desire to contribute to the growth of a company, its products and, above all, its **people**.

Engineering Manager

since sept. 2023 (full-remote)



- Led the **Tech Managers community** (7 people) and managed a domain of **15 people** (SE, Lead SE, PM, PDS, Architects, Lead PM).
- Improved team and individual **performance** through coaching, clear expectations and structured growth plans.
- Strengthened **engineering excellence** through improving quality practices, defining standards, challenging decisions, adding delivery metrics and production tracking system (adopted tech-wide), leading incident response.
- Drove **execution** improvement through OKRs deployment at Domain level, roadmap co-construction, cross-team alignment, dependency management, delivery predictability.
- Mentored **Senior Engineers** into leadership roles (including promotions to Lead and Architect positions).
- Improved engineering processes: simplified workflows, **automated** reporting through Metabase (GitHub/Notion/Internal Ticketing System), and deployed virtual collaboration tools adopted by 400+ employees (Gather).
- Fostered **technical & product discussions** to ensure alignment between business goals and engineering constraints.

Tech env. : TypeScript (NestJS, React, Angular), PostgreSQL, GCP, generative & agentic AI

Transformation & Delivery Lead

feb. 2023 to July 2023 (full-remote)



- Led the **transformation** of Product & Engineering to improve delivery reliability, quality and planning at scale (12 teams).
- Introduced quarterly & iterative planning, **improving predictability** by +30% in 3 months.
- Raised **engineering quality standards** through shared Definition of Done, dependency tracking, incident reduction (from 3/week → 3/month).
- Coordinated **cross-team initiatives** involving PMs, Tech Leads, QA and executives.
- Built **communities of practice** (Agile, Product, Tech Leads) to accelerate knowledge sharing and engineering maturity.
- Managed and coached Scrum Masters with a strong focus on leadership, autonomy and impact, not on rituals (philosophy over practices).

Tech env. : PHP, Node.js, PostgreSQL

Transformation & Delivery Lead

feb. 2021 to feb. 2023 (hybrid)



- Supported the **hyper-growth** of a 500+ engineers organization by improving coordination, alignment and execution **effectiveness**.
- Contributed to the design of MACS (ManoMano's Agile@Scale framework), focusing on **team topology, ownership, and flow**.
- Helped teams **improve delivery**, reduce dependency friction and align execution with company strategy.
- Planned, organized and animated **large-scale product/engineering events** (PI-like planning sessions, 30-80 people).
- Coached leaders (Tech Leads, PMs, Engineering Managers) on execution, prioritization and team performance. Created and animated **Communities of Practices**.

Tech env. : Java, AWS, RabbitMQ

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main skills

Management: team and community management, career development, intrinsic motivation leveraging, organizational design, performance reviews, hiring, mentoring Leads & Senior Engineers, feedback mindset, conflict resolution, Executive communication, continuous improvement.

Delivery: production flow optimization, dependency management, roadmaps, quarterly planning, multi-team coordination, predictability, prioritization, execution metrics (**KPI**) and tooling (**Jira, Metabase**).

Tech: code reviews, technical guidance (**Clean Code, DDD, hexagonal architecture, Node.js, TypeScript, NestJS, SQL**), systems thinking, quality practices (**TDD, ATDD, CI/CD**), incident management.

Product & Strategy: OKRs, data-driven, user centric, Business value definition, cross-functional alignment with Executive stakeholders, prioritization (**WSJF**), result oriented, change management.

Software Engineer & Scrum Master **onepoint.**

nov. 2015 to feb. 2021 (hybrid)

- Led **engineering teams** (from 5-30 people) across multiple organizations, improving delivery flow, team performance and cross-team alignment.
- Coordinated complex **multi-team initiatives** involving mobile, backend and product stakeholders; improved collaboration and reduced friction through clearer team topologies and lightweight scaling practices.
- Strengthened **technical execution**: clarified requirements, structured backlogs, improved development workflows, and contributed to backend development (Node.js / TypeScript).
- Guided product and engineering in strategic decisions.
- Facilitated workshops and technical discussions to align stakeholders, streamline decision-making and ensure consistent delivery across teams.
- Drove **continuous improvement**: quality standards, predictability, clearer ownership, and better communication between engineering, product and business teams.

Tech env. : Javascript (Node.js, AngularJS), TypeScript (React, Angular), Java, RabbitMQ

Project Manager

février 2015 - août 2015 (on-site)



- Co-drove the redesign of **Cdiscount's product management system** with cross-functional teams (engineering, business, data).
- Managed **scope, risks, deadlines, technical alignment** and vendor coordination.
- Ensured **budget, delivery predictability** and **quality** standards were met.
- Improved **communication** flow between tech, management and business stakeholders.

Tech env. : C#, Java

Software Engineer & Scrum Master

oct. 2011 to feb. 2015 (on-site)



- Led a team of 3-8 developers while contributing **hands-on** to backend and web development.
- Delivered front-order systems used at scale in the printing industry (Exaprint, Vistaprint Group).
- Strengthened **engineering practices**: estimations, reviews, retrospectives, quality improvements.
- Collaborated closely with **CTO** and business leaders, improving product/tech alignment.

Tech env. : PHP 4 (Zend 1), MSSQL, jQuery, xHTML, CSS

education

Project manager in Computer science (2011)

certifications

PSM II | PSPO I | SAFe Agilist

hobbies

Kamelott, DIY, TFT, tattoos, AI, psychology...

Recommendations

**Simon Françoise**

Engineering Director @Dougs - N+1

Alec is a deeply committed manager, always present for his teams, with clear, caring, and effective communication. He knows how to create a climate of trust where everyone feels heard and empowered.

Alec distinguished himself through his active role in improving the production tracking of his development teams. He was able to identify friction points and propose concrete, impactful changes, enabling his teams to better organize themselves and therefore dedicate more time to delivering. This sense of continuous improvement, combined with his ability to bring people together, makes him a major asset. Alec succeeded in empowering his teams and fostering their autonomy.

Alec also has an impact beyond his own teams. He naturally manages to bring other Engineering Managers on board in his pursuit of continuous improvement. Alec is regarded by other Managers and myself as a trusted person we naturally turn to for advice or support on organizational and human matters.

It is a real pleasure to work with Alec because he brings energy, transparency, and a true team spirit. He makes things simpler, smoother, and more caring.

I am pleased to recommend Alec ROY as an Engineering Manager within your company. I had the pleasure of working with Alec for more than two years at Dougs Compta, where he held the position of Engineering Manager, and I can say without hesitation that he is someone you truly want to collaborate with on a daily basis.

Please do not hesitate to contact me for any further information regarding Alec's qualifications.

**Xavier Terradellas Fernández**

Head of Product @SantéVet

I highly recommend Alec Roy as an Agile Coach, Scrum Master and Agile Trainer. I have had the pleasure of working with Alec in multiple capacities, and his dedication to promoting Agile practices and driving positive change is truly commendable.

Alec's commitment to helping individuals, teams, and organizations adopt agile values and practices is exceptional. He understands that each person, team, and organization is unique, and he tailors his approach accordingly. Alec is a strong advocate for maximizing the value of the products we develop while enhancing the quality of interactions within the organization. He was able to prove it in just 4 months.

One of Alec's greatest strengths is his ability to engage coworkers and inspire them to embrace new ways of working. He fosters a collaborative and inclusive environment where everyone feels empowered to contribute their ideas and expertise. Alec is a natural leader and possesses excellent communication and facilitation skills, which enable him to effectively explain and promote lean and agile approaches.

During his time as a Head of Agile at SantéVet, Alec played a pivotal role in driving the agile culture change within the Tech and Product department. He collaborated closely with the Heads of Product and Engineering to define the ways of working, ensuring that teams delivered valuable software regularly, improved predictability, and designed effective plans for quarters and iterations. Alec's efforts in mentoring and guiding Scrum Masters were also instrumental in developing a strong community spirit and enabling continuous improvement.

In summary, Alec Roy is an exceptional Agile Coach who brings deep expertise, dedication, and passion to every project he undertakes. His commitment to pushing for change and engaging coworkers in new ways of working is truly admirable. I totally recommend Alec for any organization seeking an experienced and effective Agile Coach.

**Domingo Nofre**

CTPO @SantéVet - N+1

I had the pleasure of working with Alec for a period of 6 months, where he served as the Lead Agile. During this time, Alec consistently displayed a remarkable understanding of lean and agile methodologies. He actively contributed by sharing innovative ideas, proposing insightful solutions, and, in the most positive manner, challenging our existing practices.

Alec's expertise extended beyond theoretical knowledge. He skillfully managed significant ceremonies, such as quarterly plannings, involving multiple teams and individuals. He fostered cross-collaboration between teams, facilitating a seamless flow of communication and coordination.

In addition to his proficiency in process management, Alec successfully led a team of Scrum Masters, guiding them in their personal and professional growth. His mentorship and support significantly contributed to enhancing the team's performance and overall success within the company.

Alec's contagious energy make him an exceptional professional to collaborate with. Without a doubt, I look forward to working with Alec again in the future, as his drive is always a catalyst for improving our organization's ways of working.

**Alice Montel**

Scrum Master @SantéVet - N-1

I had the incredible chance to work with Alec when he joined SantéVet as lead Scrum Master, and as my manager. Having a strong opinion on what kind of management I wanted but quite new to Agile, I was expecting a lot from him. As it turned out, not only did Alec reached my expectations but he went even way beyond.

He understood the company context very fast and started right away to propose relevant improvements. After only a few days, it felt like he had been in the Agile team forever, fitting right in, bringing people together to generate new ideas. In the few months he's been here, the teams improved drastically on many aspects : being able to plan, finishing more of what they started, handling dependencies better, more effective communication.

He masters Agility and he is a great mentor but most importantly : he is inspiring !

He is the definition of a servant leader. You can go to him with a problem anytime, he will always be willing to help, either by making you realise you already have a solution or by providing tools or ideas to solve the issue.

I could not have hoped for a better leader or better manager. His future teams will be very lucky to have him. When you find someone like Alec with such good skills and mindset, it would be foolish to let him go. He's one of the good ones.

Feel free to reach out if you want more information !

**Florian Labadens**

Head of Agile @ManoMano - N+2

I had the pleasure of working with Alec on our agile team, and I recommend him. Alec is a senior team coach with a deep understanding of agile product development. His expertise in guiding teams towards their most effective ways of working is very appreciated.

Alec developed a great mastery of the agile product development flow and consistently ensures that the team embodies agile values and principles. He is used to facilitate 1 or more teams but also workshops with small or large groups of people. He has a keen eye for challenging status quo, optimizing processes and removing obstacles.

One of Alec's key strengths is his commitment to bringing value to the organization. He actively seeks feedback from team members and stakeholders, using it to refine his approach and drive the team's success.

I confidently recommend Alec as a talented and dedicated Scrum master or any role around the product.