

# A. Daniel Delgado

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## PROFILE

I'm a passionate craftsman with a keen eye for systems and years of experience in a broad range of technologies and industries. I enjoy enabling teams and individuals to sustainably deliver excellent products.

## TECHNICAL SKILLS AT A GLANCE

Android, Angular, AWS, Backbone, C#, CoffeeScript, Cordova/PhoneGap, **CSS**, Drupal, **ECMAScript**, Elm, Express, ESLint, F#, GraphQL, HTML, iOS, Jade, **JavaScript**, Kepler, Knockout, Lua, Mocha, MySQL, **Node**, Objective-C, PHP, Prettier, Publique!, Rails, **React**, Redux, REST, Ruby, Sass, Styled Components, Stylus, Symphony, **TypeScript**, **Unix**.

## PRACTICES, BEHAVIORS & THEMES

Agile, Scrum, Kanban, asynchronous collaboration, **psychological safety**, mentoring, **pair programming**, mob programming, **work-in-progress limitations**, 1-2-1 meetings, retrospectives, **tooling and automation**, all-hands hiring, **self-organizing teams**, **continuous learning**.

## SPOKEN LANGUAGES

I grew up speaking **Portuguese** and **French**. I speak **English** fluently, I can speak **Spanish** quite well, I'm conversational in somewhat faulty **German**, and for a few years now I've been studying **Mandarin Chinese**.

## EDUCATIONAL BACKGROUND

I attended the **Pontifical Catholic University of Rio de Janeiro** for two years starting in 2009, where I held a performance-based academic scholarship while studying for a **Bachelor of Computer Science**.

## PROFESSIONAL EXPERIENCE

### Engineering Manager at Learnerbly

August 2021 – February 2022

Taiwan & Hungary

Transitioning from tech lead into this role, I would now create value fully through the actions of the team. I collaborated with PMs, tech leads and other functions to determine strategic directions and use those to inform technical road maps. I was frequently called into technical discussions to share my thoughts and guidance. Team members would be encouraged to reach solutions together and then be responsible for implementing them. This allowed me to have an impact of a larger scale.

Being supported by management allowed me to effect a lot of changes by curating processes and workflows to optimize delivery, and be held accountable for our results. The team was encouraged to rally around a self-organizing model and shape its own rituals. Through actions and communication styles that value a shared sense of psychological safety, we built a high-trust environment. When people feel comfortable being wrong or making mistakes, they collaborate leading to better outcomes.

I helped individuals set self-development goals and check in on them. Discuss career progression, from both a business standpoint and in terms of skills. Leverage people's interest about certain topics to try to align their motivation with incoming projects. Make sure people have what they need to do their best work.

Key practices: clear communication; time management; agile thinking; a lot of listening; knowing what to solve now and what to solve later; managing focus, email & IM; sharing knowledge.

## Technical Lead at Learnerbly

October 2020 – August 2021

Taiwan

In my initial role at this fast-growing ed-tech company, I held technical oversight for the consumer-facing platform, as well as managerial responsibilities for its associated team. These were around 7 people. Keeping those team members happy and productive was my focus. In order to ensure that the team could always work efficiently, I reviewed workflows, encouraged the team to set its own rituals, as well as review them as work went along. I ran weekly 121s with each member in which I was able to listen a lot and gather feedback on what was going well and what could be done better. I facilitated a lot of meetings, but tried to as much as possible stay in the background, to let the team find its own solutions.

I wanted to encourage knowledge sharing as well as increase team cohesion, so I organized fortnightly sessions with varied technical discussions held by team members on a voluntary basis, which were quite well-received. These were also useful in cultivating the inclusion of shy or quiet team members. Those might have felt uncomfortable getting their voices out there, but by exercising that skill in a more informal setting, they could subsequently leverage that confidence when having technical discussions, speaking to external partners, or interviewing candidates.

A developer is at its most productive when working on a codebase that gets out of their way, which is why I had a special focus on developer experience. I personally implemented many automations for tasks that previously had to be done manually or required special coordination between team members. I made the CI pipeline faster and more resilient. I created systemic improvements by contributing to technical best practices, to ensure that the team writes software that has few regressions because it is well-tested and leverages tooling such as type systems, linting, and others.

I lead migrations off outdated data models as well as refactors in multiple areas of the stack. These processes resulted in many bugs being identified and fixed. I provided technical feedback by reviewing a lot of code, both as open pull requests, or in video chats. I always made myself available to team members for any questions they might have, and did pair programming sessions almost daily. These often led to discussions about new techniques or libraries which would then be shared with the team.

Additionally I owned the design and development of more complicated features, which gave me the opportunity to lead by example when writing code, by doing it in a structured way, with clear, testable, and well-organized code. On occasion, I was the technical liaison into our platform for customers, prospective customers, or external partners.

Key technologies: **TypeScript, JavaScript, Node, React, AWS, CSS**

## Software Developer at Moonfare

August 2018 – October 2019

Berlin

At this private equity Fintech I led a team of three people responsible for implementing the core financial service for capital calls, and related batch services. When a capital call occurs, the system needs to tally all financial transactions related to a given investment fund since it went open, and figure out who owes payment into the fund, and how much. This follows complicated financial domain logic that required close collaboration with the financial team in order to be written algorithmically. I was responsible for most of the planning and the architecture. It was implemented in **F#** and deployed on **AWS**. We delivered on time and under budget.

Also implemented a full-stack tracking system, using **React** in the front-end and **Node.js** in the back-end with **MySQL** for persistence. Those events were used in funnel analysis and eventually as the basis of the initial **BI** pipeline. Lead an effort to convert the internal **JavaScript** repositories to **TypeScript**. During this process quite a few bugs were found and fixed.

## Head of Frontend Development at ArtFacts

September 2017 – September 2018

Berlin

This art world data broker was amidst a complicated launch of a new version of their main product. Customers were frustrated by bugs and missing features, and the messy codebase was hindering product evolution. I progressively introduced modern agile development practices such as code reviews, automated testing, CI and linting. Front-end resources were scarce, so I coached a less experienced developer on the tooling and technologies used, as well as common abstractions in the system. He grew more productive and was soon submitting valuable changesets.

Collaborated closely with the CEO and the CFO to align over-arching goals and take control of quickly changing priorities and fuzzily defined business objectives. We looked for a tighter product-market fit, discussed changes to the

business model, thought about more focused product offerings, etc. I'd try to align these with out short-term commitments with customers and stakeholders.

We had a designer who had some capacity so I empowered her as a project manager, coördinating with me the development pipeline, curating requests from different departments and consolidating features and bugs into sprints and a backlog. These discussions helped us negotiate reduced product scopes, prioritize work items efficiently, and manage technical debt.

Key technologies: **Unix, TypeScript, React, Redux, Mocha.**

## Software Developer at Creators Media

July 2013 – March 2017

Berlin & Los Angeles

At the largest multi-channel social-media publisher at the time, I implemented features on each of the properties, based on requests from diverse departments, according to mock-ups from designers and informal specifications, working along a team of around six developers. A few highlights are: the authoring tool used by staff writers and the public, with third-party content integration, support for items like polls or quizzes, and features for proofreading and editorialization; managing a remote developer tasked with heavy customizations on an open-source chat system; the cross-property internal SDK used to provide analytics, tracking, and authentication.

Key technologies: **Unix, ECMAScript, CoffeeScript, React, Redux, Node, Express, Backbone, Mocha, Ruby, Rails, Jade, Stylus.**

## Software Developer at WeGreen

February 2013 – June 2013

Rio de Janeiro & Berlin

This startup offered a search engine and marketplace for sustainable products. I delivered features for both mobile and desktop versions of the website, along with a team of four developers and a designer. I also worked on packaging the main SPA as a native iOS application.

Key technologies: **Unix, JavaScript, Knockout, PHP, Symfony, Cordova/PhoneGap.**

## Software Developer at Pontomobi

June 2012 — December 2012

Rio de Janeiro, Brazil

Within the mobile marketing subdivision of this Latin American advertising player, I worked on the implementation of an in-house ad-server, while supporting internal demands on the legacy ad-server and analytics engine. In addition to that, I also implemented a few requested new features on the legacy ad-server's client libraries for iOS and Android.

Key technologies: **Unix, JavaScript, Node, Express, Angular, PHP, Android, Java, iOS, Objective-C.**

## Software Developer at Braspag / MundiPagg

August 2010 – May 2012

Rio de Janeiro, Brazil

When working at the largest payment gateway in Latin America at the time, I took part in efforts to build their next transactional platform, along with a team of three other developers. This was structured in a SOA model, and in addition to the core system, I also developed modules for integration with multiple credit card acquirers. Also contributed to web services and APIs which were the main integration points for customers.

Braspag's founding team exited and went on to found MundiPagg. I was then brought in by the co-founder to be part of the initial team of five developers responsible for the implementation of the company's first transactional platform

Key technologies: **Windows, C#, .NET, SOA, SOAP, REST, PHP.**

## Software Developer at Fábrica Digital

March 2008 – February 2009

Rio de Janeiro, Brazil

At this Brazilian company offering custom content management solutions for corporate and governmental organizations, I was part of a team of three people and was tasked with transforming wireframes and mockups into styles and semantic markup. Eventually, I started writing custom components for both their in-house CMS and other open-source ones, as well as developing web applications with the internal stack.

Key technologies: **Unix, Lua, Kepler, Publique!, PHP, Drupal, CSS, HTML**