

## **Specialist 1 - Manoel Paes**

With approximately 25 years of experience in the IT industry and has a Master of Science in Software Engineering from Carnegie Mellon University. As the co-author of the seminal work Team Topologies (2019), Pais is a prominent Academic-Industrial Specialist. His career is defined by the synthesis of abstract principles, such as Cognitive Load and Conway's Law, with concrete industrial applications. Pais provides an International Consulting and Global Tech perspective. His experience encompasses advising organizations worldwide on team structures.

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## **Specialist 2 - Nitai B. Silva**

Has a professional trajectory that includes roles as a Software Engineer, Data Engineer, and Tech Lead. His experience spans over a decade, with significant contributions to the Ministries of Culture and Economy, where he led the creation of data engineering teams. He currently works in the private sector as a senior data engineer. Silva is a specialist in Open Data and Free Software, contributing to government integration platforms. He provides a unique perspective from the Brazilian Public Sector and private enterprises. Having worked in strategic government entities, he understands the “Blame Culture” and the rigid separation of duties often found in bureaucracy, contrasting this with the agility required in the private sector.

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## **Specialist 3 - Alexandre Freire**

Possesses over 25 years of experience in software engineering and leadership, currently serving as the Director of Engineering at Google. He oversees the “Counter Abuse Technology” platform, managing a highly specialized organization of approximately 150 engineers (direct and indirect reports) responsible for ensuring safety across products like Gmail and Maps. Previous executive roles at Nubank and Locaweb further evidence his seniority. Holding a Master’s degree in Computer Science from the University of São Paulo (USP), he is a frequent speaker at industry conferences (e.g., The Developer’s Conference, QCon) on topics such as Modern Agile and Engineering Culture. Freire represents the “big tech” and global scale context. His

input challenges the theory to account for environments where “daily deploys” and “gradual rollouts” are standard practice.

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## Specialist 4 - Leonardo Leite

Holds a Ph.D. in Computer Science from the University of São Paulo (USP), where he authored one of the most comprehensive studies on DevOps definitions and taxonomies, including the widely cited “A Survey of DevOps Concepts and Challenges” published in the ACM Computing Surveys. Leite exemplifies the “Academic-Industrial Specialist”: beyond his academic contributions, he serves as a Senior Software Engineer at the Federal Data Processing Service (SERPRO), the largest public technology corporation in Brazil. This dual background enables him to bridge the gap between theoretical ontologies and the pragmatic reality of large-scale government systems. Furthermore, he is the author of the book “How DevOps Works: Organizing People, from Silos to Platform Teams” (Casa do Código), validating his authority in translating complex organizational structures into actionable industry practices.

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## S5 - Igor Simões

Holds a strategic leadership position as Executive Manager of Technology at Banco do Brasil. His seniority is defined not just by tenure, but by the sheer scale of his responsibility: he manages critical infrastructure platforms that support millions of daily transactions and thousands of internal developers. This profile ensures judgments are free from Level Noise caused by inexperience, as his daily decision-making involves balancing modern engineering efficiency with the rigorous availability demands of a national bank. Simões represents the Traditional Finance Sector. Simões provides a critical counterweight to the “Big Tech” (Google) and “Academic” perspectives. His context is unique because it involves High-Consequence Environments with financial regulation.