

ARLO BELSHEE

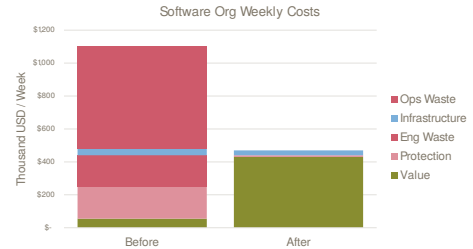
PRINCIPAL SOFTWARE ENGINEER AND
MENTOR

arlo@belshee.com
(503) - 875-1234
[Twitter: @arlobelshee](https://twitter.com/arlobelshee)
[Linked In: arlobelshee](#)



Profile

I speed up my teams. We write fewer bugs and take less time to get stories done. This happens because I know how to reduce technical debt in ways that have immediate positive return during the current story. I both do these myself and teach others.



Selected publications

How I Design Systems

The No Mocks Book (2012), and Architecture — Scaling Design (2013)

I build systems with less coupling than many people. The key aspects are higher coupling and conceptual integrity, architecting the people as part of the system, along with use of more testable architectural patterns. These articles provide examples.

<http://arlobelshee.com/the-no-mocks-book/>

<http://arlobelshee.com/architecture-scaling-design/>

How I Prevent Bugs

I Find Bugs Too Boring to Write (2017)

My teams get to Zero Bugs, whether I'm their manager or a member-leader. This talk discusses my reproducible approach.

<https://www.deconstructconf.com/2017/arlobelshee-i-find-bugs-too-boring-to-write>

How I Help Teams Improve Their Practices

Agile Engineering Fluency (2016)

The hardest part of change is helping people see what they don't know and have never experienced. Here's how I solve that for engineering improvements.

<https://www.youtube.com/watch?v=o6rQNwYLy6A>

Skills

Mend Legacy Code

Safely modify unfamiliar code quickly. Address systemic flaws as a series of small, safe changes. Mentor others to do same.

Agile Leadership

Lead teams' ability to responsibly own their outcomes. Mentor individuals and groups towards increased autonomy and inclusiveness.

System Architecture

Smoothly transition large systems between architectures. Guide teams on architectural choices and paths to get there.

Technical

JavaScript / C# / C++ / Python

XP / Lean / Kanban

Microservices

OData / REST

People Management

DevOps Enablement

SQL

Emotion Dynamics

Incremental Rewrites

TDD / Refactoring / Paring

Vertical Leadership Development

Hexagonal Architecture

Selected Experience

Tableau

Principal Agile Development Coach

2016-2019

- Create formal training program to teach 600 developers to safely refactor untestable legacy code to the point they could TDD it

- Create and guide 13-division program to eliminate technical waste for 1000-person technical team
- Mentor cross-division architecture teams about architectures that support teams shipping separately
- Pair, mob, and/or whiteboard with teams to help them solve design problems
- Advise CTO and directors on management structures and processes to implement Agile transformation
- Mentor managers on how to lead Agile teams
- Mentor Scrum Masters on how to integrate agile technical and team practices

No other person in the world has shifted my perspective on software development, and software development organizations, as much as Arlo. He lives inside a worldview of the future that most haven't glimpsed, some haven't grasped, and even fewer see how to get there.

— James Baker, Principal Technical Advisor, Tableau Software

I just attended the Read by Refactoring workshop from @arlobelshee and it was awesome! He's one of the top minds in our industry!

— David Bernstein, Author, Beyond Legacy Code

Microsoft

2011-2014

Senior Software Developer, Engineering Excellence

- Pair, mob, and/or whiteboard with teams to help them solve design problems
- Drop in to code with teams (in mobs) across the company to address whatever design flaw is blocking them and get their code testable, regardless of their language, tools, or codebase
- Create formal training program to teach MS Office teams to safely refactor untestable legacy code
- Advise tools teams on how to shift towards DevOps on a 35-year-old codebase
- Identify teams across the company that needed help with technical waste, find root causes, align their management and individual contributors, and then deliver that help — whatever it was

Arlo was a key partner in helping the Microsoft Office organization transition to an agile continuous delivery model, with a focus on refactoring legacy code and getting it under test.

I sat in on a lot of his "mob sessions", where we'd bring in a piece of code and have Arlo coach us on how to get it under test. My favorite saying from Arlo was "your bug database should be the corner of your whiteboard...and it should be empty" :)

— Dheeraj Sarpangal, Principal Group Engineering Manager, Microsoft

Industrial Logic

2009-20011, 2014-2015

Principal Software Developer, Principal Technical Consultant

- Code to extend an IDE plugin and the service that backs it.
- Software archeology to bring in-house a codebase that had been outsourced for a decade. Make it testable and build internal knowledge
- Train client companies in saving legacy code, TDD, refactoring

#ReadByRefactoring is the most pragmatic solution for tech debt that I've ever seen. Thanks @arlobelshee!

— Aaron Silinskas, Principal Software Engineer, Expedia (client)

Silver Platter Software

1999-2003

Architect & CTO

- Assemble a start-up technical team and grow it from 3 people to 50 people over several years
- Lead transformation to Extreme Programming
- Architect core solution for 2 products
- Provide code-security guidance to organization
- Code large portions of our initial product

Arlo's facility with programming language concepts and architectural design is superlative and working with him every day quickly inspired me to become an expert and approach programming with rigor and precision.

Six years later, I still miss programming with Arlo.

— Jon Stewart, Vice President, Solutions Development, Stroz Friedberg

Education

Pomona College - Claremont, California

Math major