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Hi Abhik,

What drew me to this role wasn't the product, though I'm impressed by what you've built. It was how you talk about your engineering culture: context over control, clarity as the operating system, and engineers trusted to own outcomes without red tape or layers of approval that simply stifle. That's not lip service. That's rare.

And it resonates deeply.

Throughout my career, I've led high-performing teams and delivered platforms that powered billions of user experiences, fueled 50M+ real-time price comparisons daily, and driven experimentation at enterprise scale. These platforms made an impact: for customers, technically, and operationally. But the part that stuck? The culture. Years after leading the architecture of a serverless backbone at Liberty Mutual, I still hear from leaders who credit that work, and the culture I cultivated alongside it, with shaping how they operate today. Nearly five years later, they still talk about it. That's the kind of legacy I aim to build: systems that scale, teams that thrive, and a high-performing culture that endures. Culture can be indelible in ways that process never could be.

Most recently at Klaviyo, as Head of Experimentation & Optimization, I led the rearchitecture of the platform that powered over 50 billion experiences annually. We redesigned the system to cut onboarding time by 80% for emerging channels like WhatsApp, Push Notifications, and RCS. Optimized our assignment engine for 40x speed improvements, enabling hundreds of millions of assignments per second and positioning us to serve enterprise-scale customers. More than the numbers though, I'm proud of the culture I nurtured into being: high-cohesion, autonomous teams that understood their mission, took ownership, and moved fast with confidence. Together, my team of engineers, data scientists, and I were reshaping how experimentation served our customers and optimized their results in ways our product team hadn't envisioned.

My leadership lives at the intersection of technical precision and human connection. My years at Liberty Mutual and Capital One grounded me in enterprise-scale rigor. My experience at Klaviyo honed my ability to turn scrappiness into velocity, and velocity into scale. I grow engineers into leaders, lead teams through high-stakes rearchitecture with clarity and confidence, and demystify complex systems, one-on-one, shoulder-to-shoulder with teams, or on global stages from AWS re:Invent in Vegas to QCon in London. I lead by building trust and raising the bar.

I'm drawn to Ashby for your culture. You espouse and embrace the kind of culture I've cultivated in my own microcosms for years on my teams and teams of teams. You have an ethos that embraces trust, empowers engineers, and refuses to box them into building only what someone else prescribes. You're not only transforming how TA operates, you're redefining what it means to build software as an engineer.

Thanks for your time and consideration,
Alex Hardman
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