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# SUMMARY

Accomplished Executive Technology Consultant leading organizational change; internationally recognized influencer in test automation communities; passionate about continual improvement, processes, and teams; well-organized with strong public speaking and writing skills.

# MOST RECENT PROFESSIONAL EXPERIENCE:

## Centric Consulting (Modern Software Delivery Practice): September 2020 - Present

**Modernization Strategist / Coach**

* Leads organziations to improve their software delivery practices. Helps clients improve their realization of driving business value by working with them through executive consulting, coaching, and hands-on software delivery practices.
* Creates long-term improvement plans for clients by close collaboration, discovery, assessment, and facilitation. Executes those plans with continual feedback to ensure organziational goals are achieved.
* Drives business increases through close involvement in Centric’s pre-sales process and client relationship building. Works closely with business unit leadership to create engagement models that give clients Centric’s “Unmatched Client Experience.”

## Pillar Technology (Now part of Accenture): March 2015 - July 2020

**Executive Consultant**

* Lead Fortune 500, 100, and 10 engagements, driving improved software value via hands-on delivery practices, training programs and workshops, and strategic planning with executive stakeholders. Helps clients modernize testing, quality, and overall delivery practices.
* Specialized in helping move organizations from stove-piped, centralized work centers to whole-teams working on feature versus component disciplines
* Responsible for transforming Fortune 10 organization 100+ member delivery team from waterfall to agile
* Created and provided training and coaching to move non-coding testers into software automation
* Main consultant integrating contract and delivery risk analysis processes between Accenture and Pillar during Pillar’s acquisition transition. Responsible for advising opportunity pursuit teams on over $30M of business proposals.

## [Guidepost Systems](http://GuidepostSystems.com): December 2014 - Present

**Owner, Principle Consultant**

* Leads clients in assessing and transforming organizational and delivery practices
* Delivers workshops on software quality, business value streams, communication
* Provides assessments detailing actionable items for organizational transformations
* Recognized global influencer and mentor in Leadership development, particularly for IT teams

# TECHNOLOGY SKILLS:

**Development Platforms:** C#, Java, C++, SGML/XML/HTML, CSS, Ruby

**Tools:** Visual Studio (Windows, Mac, and VS Code), Eclipse, Team Foundation Server, MSTest, NUnit, MBUnit, JustMock, Rhino Mocks, Subversion, Git, PowerShell, \*nix shell, Cucumber, Selenium/WebDriver, Watir/FireWatir, Telerik Test Studio, TestComplete, Jira, Rally, AzureDevOps

# COMMUNITY / NON-PROFIT ENGAGEMENT

## [CodeMash Conference](http://codemash.org): April 2005 - January 2014

**President, Board of Directors**

* Oversaw growth of conference from 250 attendees in 2006 to 2,000+ in 2014.
* Direct management of all budgetary issues—nearly $750,000 in 2014.
* Directly responsible for all venue coordination, IT planning,and catering.
* Directly responsible for sponsorship revenue through 2013. Achieved $150K in sales for 2013 event.

# PRIOR PROFESSIONAL EXPERIENCE

## Falafel Software: March 2014 - December 2014

**VP, ALM and Testing**

* Responsible for growing ALM and Testing division.
* Created new offerings for training and coaching concepts.
* Executed on over $130K of new business in Q2/Q3.
* Built strategic relationships with product vendors.
* Delivered online and in-person training.
* Assisted product vendor partners with pre- and post-sales support.

## Telerik: July 2011 - March 2014

**Evangelist, Director of Engineering : Test Studio**

* Responsible for increasing awareness of products to global audience.
* Created webinars, white papers, blog posts, and videos to increase market recognition.
* Spoke regularly at industry conferences on a broad range of software quality topics.
* As Director, lead global team of 30 engineers creating multiple testing products.
* Managed prioritization and expectations around release feature sets and release dates.
* Interfaced with marketing, business development, and sales to prioritize and publicize features.
* Broke location-specific component teams into divisional feature teams, boosting communication between geographic locations and increasing division’s flexibility.
* Changed post-development testing to collaborative in-process testing, decreasing code freeze time.
* Delivered online training to hundreds of attendees, and numerous different organizations through multi-day onsite coaching engagements.

## Telligent Systems: Nov 2008 - July 2011

**Director of Quality, previously Project Manager**

* Envisioned and built Telligent’s entire QA department from zero members to seven in 18 months.
* Managed Telligent staff and offshore personnel through all aspects of quality lifecycle.
* Directly responsible for quality-related aspects of business relationship with key global customers.
* Drove automated test cases from zero to over 15,000 in 18 months.
* Implemented and managed pre-release test passes of products each iteration by entire development team. Reduced show-stopping bugs from four per release to zero for eight consecutive releases.
* Implemented a point-based estimation/velocity system for software development, eliminating two to four hours of wasted estimation time per developer per two week iteration.
* Doubled developer velocity, in part, by implementing a pull-based single-task workflow.

## Quick Solutions, Inc. (QSI): April 2007 - Nov 2008

**Studio Lead, Information Worker Studio; Project Engineer**

* Led a team of technologists to successfully deliver software and systems solutions to clients. Managed relationships with partners and clients. Managed business plan for IW studio.
* Implemented iteration retrospectives throughout QSI’s Solutions division, resulting in improved team communication on all Solutions projects.
* Implemented Kanban processes at several project sites, cutting wasted development time.
* Technical lead on Windows Forms client-server application hosting technical manual content in HTML coupled with schematics viewers in BMP and DWF graphics formats.
* Awarded company’s Outstanding Contributor award for leading team delivering cutting-edge training materials to Microsoft’s Developer Platform Evangelism division.

## NuSoft Solutions: July 2006 - April 2007

**Principal Consultant**

* Responsible for pre-sales client support, design and execution of client solutions.
* Assisted with design and implementation of several proof of concept workflows on the Microsoft Office SharePoint Server platform.

## Northrop Grumman Space Technology, Kettering, Ohio: August 2003 - March 2005

**Systems/Software Engineer**

Lead Engineer for Air Force Common Viewer (AFCV) program. Assisted with contract proposals and project schedules. Created solutions for a wide range of customers such as Ogden Air Logistics Center.

## Veridian Systems (now General Dynamics - Advanced Information Systems), Arlington, Virginia: June 1998 - July 2003

**System Engineer/Customer Relations Manager**

Managed customer relations and provided engineering support for Veridian’s AFCV program, including roles as interface to prime contractor/USAF customers. Served as primary test engineer.

Designed and implemented software and database components for projects in C++, Java, Oracle, and Sybase. Dealt with National Imagery and Mapping Agency products. Lead for Veridian’s effort in the E-3’s Integrated Technical Display System. Managed networks at Veridian’s Virginia work centers.

## Ingram Micro, Munich, Germany: January 1997 - July 1998

**Network Manager**

Led three-person team supporting network operations in three countries. Planned, tested and migrated work center network from Token Ring to Ethernet during a weekend relocation of the entire work center.

## Stream International, Munich, Germany: 1995 - 1996

**Telephone Hotline Technician**

Handled new user support for major international online service. Resolved problems with modem and computer configuration. Created online help files detailing workflows for techs.

## United States Air Force, various locations: 1982 - 1993

**Instructor Airborne Radar Technician**

Operated and repaired radar systems during flight on E-3 aircraft. Instructed a wide range of students. Also managed and supported numerous small computer systems.

# EDUCATION

Woodland High School, Woodland, CA (National Honor Society)

BS in Computer Information Systems, Chapman University, Orange, CA. (Cum Laude)

# COMMUNITY INVOLVEMENT

Past President/Founder, CodeMash Conference: <http://www.CodeMash.org>.

Founder, Dayton .NET Developers Group: <http://www.daytondevgroup.net>.

# AWARDS

Microsoft Most Valuable Professional for Visual C# (awarded first in 2005), then Application Lifecycle Management. One of fewer than 300 Microsoft ALM professionals in the world recognized for their contributions to the .NET development community.

Voted “C# MVP of 2011” by fellow C# MVPs for leadership of CodeMash Conference.

# SPEAKING (Selected Listing)

**Coding for Non-Coders** Top-rated all-day workshop at Romania Testing Conference 2019

**Public Speaking Workshop** Romania Testing Conference 2019, THAT Conference 2019

**Leadership 101 Workshop** Numerous times 2015, 2016, 2018, 2019

***Four Tips to Improve Your Web Automated Testing:*** Numerous times 2011, 2012, 2013

***Effective Distributed Teams:*** Cincinnati & Philadelphia Days of Agile 2011, QUEST 2012, StarEast 2012

***Introduction to Unit Testing:*** Dayton .NET DevGroup, MIGANG, others, 2010

***Leadership 101:*** Numerous times in 2009, 2010, 2011

***Utilizing Avionics Bus Data for Increasing Pilot Situational Awareness***: A-10 World Wide Conference, Las Vegas, 2004

Various slide decks from presentations hosted online at my [SpeakerDeck.com account](https://speakerdeck.com/jimholmes)

[“More Better Quality Coverage”](https://www.youtube.com/watch?v=dk-gLlpYb3o) Breakout session at DevReach 2018

[“It’s Not About You”](https://vimeo.com/68908830) KalamazooX 2013 Conference talk

[“Why?”](https://www.youtube.com/watch?v=uFjdSqDPLSQ) Keynote at ISTA Conference 2016

[“You Got This!”](https://www.youtube.com/watch?v=5NMfLNtk65s) Keynote at DevSpace Technical Conference 2018. **Note:** This is an intense talk and openly speaks to mental health and extraordinarily traumatic events.

# AUTHORED COURSES

[Coding for Non-Coders](https://www.ministryoftesting.com/dojo/series/coding-for-non-coders-jim-holmes) 6.5 hour course targeting non-coding testers, program managers, and other software delivery team members.

# PUBLICATIONS (Selected listing)

Blogger at <http://frazzleddad.com>

[*The Leadership Journey*](https://leanpub.com/theleadershipjourney), LeanPub, July, 2017 Practical, concise, relevant information and exercises on becoming an effective leader.

*Windows Developer Power Tools*, O’Reilly, October, 2006. (Co-author) Exhaustive discussion of open source tools for Windows developers covering the entire development lifecycle.

Extensive number of articles, white papers, and content for numerous publications and sites including

* [Tea Time With Testers](http://www.teatimewithtesters.com/#!magazines/galleryPage) (Oct ’13 – Feb ’14)
* [Gurock Quality Hub](https://blog.gurock.com/code-kata-testing/)

Extensive number of product and educational videos at http://tv.telerik.com.