Max Spevack

Engineering Leader & Organizational Architect

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Senior leader with 20+ years of experience bridging deep Linux engineering and high-level product strategy. Specializing in high-stakes engineering leadership, organizational turnarounds, and building the teams that power the cloud at hyperscale (Google, AWS) and open-source pioneers (Red Hat).

Experience ### [CIQ](https://ciq.com/) *(July 2025 - Present)* **Senior Principal Linux Architect** **Chief of Staff to the CTO** Acting as the strategic "fixer" for the CTO, re-architecting the engineering organization for velocity and accountability. * **Organizational Transformation:** Architected and executed the reorganization of Linux Engineering into "Core Distro" (OS) and "Release All Things" (Build Automation & Delivery), clarifying accountability and accelerating release velocity. * **Turnaround Leadership:** Assumed control of the stalled "RAT" unit to resolve critical delivery failures. Restructured the team composition to establish a high-performance culture, unblocking pipelines and drastically reducing image build cycles for [Rocky Linux from CIQ](https://ciq.com/products/rocky-linux/) and [Google Distributed Cloud](https://cloud.google.com/distributed-cloud-air-gapped). Handed over a stabilized, high-velocity organization to permanent Director. * **Strategic Planning:** Led 2026 resource planning and prioritization, implementing AI-driven reporting frameworks to provide executive visibility into engineering output. --- ### [Google](https://www.google.com/) *(July 2021 - July 2023)* **Senior Manager, [Google Compute Engine](https://cloud.google.com/compute/) (Fleet)** Directed the 50-person engineering organization responsible for the lifecycle and stability of the entire global GCE fleet. * **Culture Change:** Transformed the engineering culture toward proactive reliability by conceiving and implementing the "Mandatory Experiments" policy, significantly reducing fleet-wide regressions and rollback incidents. * **Enterprise Product Growth:** Designed and launched the "Stable Fleet" product line, securing key enterprise workloads by guaranteeing reduced change rates and managed maintenance windows. * **Customer Engineering:** Established a "White Glove" engineering tier for ultra-high-value customers, directly intervening to resolve complex kernel/virtualization blockers. --- ### [Amazon Web Services](https://aws.amazon.com/) *(July 2019 - June 2021)* **General Manager, [Amazon Linux](https://aws.amazon.com/linux/amazon-linux-2023/) & [Open Source](https://aws.amazon.com/opensource/)** Recruited to overhaul the Amazon Linux organization and OSPO. Scaled the team to 100+ engineers and product managers while redefining the product roadmap. * **Product Turnaround:** Delivered the roadmap and PR/FAQ for [Amazon Linux 2023](https://aws.amazon.com/linux/amazon-linux-2023/), defining the next generation of AWS's core operating system after a period of stagnation. * **Innovation:** Launched [Bottlerocket](https://bottlerocket.dev/) GA, a purpose-built open-source OS for container orchestration, capturing new workloads on EKS/ECS. * **Lifecycle Management:** Engineered the [extended support plan](https://aws.amazon.com/blogs/aws/update-on-amazon-ami-end-of-life/) for Amazon Linux 1, retaining critical legacy customer workloads while driving automated migration paths to Amazon Linux 2. * **Open Source Strategy:** Transformed the OSPO from a compliance bottleneck into a strategic enabler by launching the "Open Source Champions" program and automating legal reviews, reducing cycle time for code releases. --- ### [Google](https://www.google.com/) *(February 2016 - June 2019)* **Senior

Manager, [Google Compute Engine](https://cloud.google.com/compute/) (Virtualization)** Led three engineering teams (KVM, Kernel Performance, Customer Experience) responsible for the core virtualization technology powering Google Cloud. * **Hardware Enablement:** Partnered with Intel/Nvidia to launch GCE support for [Skylake](https://cloud.google.com/blog/products/gcp/compute-engine-updates-bring-skylake-ga-extended-memory-and-more-vm-flexibility)/[Cascade Lake](https://cloud.google.com/blog/products/gcp/compute-engine-updates-bring-skylake-ga-extended-memory-and-more-vm-flexibility) CPUs and Tesla [V100](https://cloud.google.com/blog/products/gcp/tesla-v100-gpus-are-now-generally-available)/[T4](https://cloud.google.com/blog/products/gcp/efficiently-scale-ml-and-other-compute-workloads-on-nvidias-t4-gpu-now-generally-available) GPUs, unlocking new ML/AI revenue streams. * **Crisis Response:** Led the engineering response to [Spectre/Meltdown](https://blog.google/products/google-cloud/answering-your-questions-about-meltdown-and-spectre/) and [L1TF](https://cloud.google.com/blog/products/gcp/protecting-against-the-new-l1tf-speculative-vulnerabilities), patching the massive GCE fleet with minimal customer disruption (Awarded Google "Feat of Engineering"). * **Feature Engineering:** Delivered [Nested Virtualization](https://cloud.google.com/blog/products/gcp/introducing-nested-virtualization-for) and SAP-certified large-memory instances ([ultramem](https://cloud.google.com/blog/products/gcp/now-shipping-ultramem-machine-types-with-up-to-4tb-of-ram)), removing blockers for enterprise cloud migration (Awarded Google "Feat of Engineering"). --- ### [Amazon Web Services](https://aws.amazon.com/) *(August 2011 - January 2016)* **Manager, Linux Kernel & Operating Systems** * **Foundational Engineering:** Built and maintained Amazon Linux 1 during its explosive growth phase, owning the kernel, [security updates](https://alas.aws.amazon.com/), and package repositories. * **Platform Launch:** Led the qualification/testing teams for major EC2 instance launches ([T2](https://aws.amazon.com/blogs/aws/low-cost-burstable-ec2-instances/), [C4](https://aws.amazon.com/blogs/aws/now-available-new-c4-instances/), [D2](https://aws.amazon.com/blogs/aws/next-generation-of-dense-storage-instances-for-ec2/)), ensuring day-one stability for new hardware families. --- ### [Red Hat](https://www.redhat.com/) *(August 2004 - August 2011)* **Manager, Open Source Community Architecture** *(Feb 2008 - Aug 2011)* **[Fedora Project Leader](https://docs.fedoraproject.org/en-US/council/fpl/)** *(Feb 2006 - Feb 2008)* **Linux Systems Engineer** *(Aug 2004 - Feb 2006)* * **Community Leadership:** Led the [Fedora Project](https://fedoraproject.org/) (2006–2008). Governed the global open-source community, serving as the primary public figurehead and liaison between Red Hat engineering and community contributors. (Media: [LWN](https://lwn.net/Articles/237700/), [Slashdot](https://slashdot.org/story/06/08/17/177220/fedora-project-leader-max-spevack-responds), [Ohio Linux Fest](https://www.youtube.com/watch?v=JC6URXglbO4)) * **Strategy:** Founded the Open Source Community Architecture team, establishing the [Open Source Way](https://www.theopensourceway.org/) as a corporate standard for productizing community software and founding the [Teaching Open Source](https://teachingopensource.org/) community. --- ### [Verisign](https://www.verisign.com/) *(October 2002 - August 2004)* **Quality Assurance Engineer** --- ## Education ### [Stanford University](https://cs.stanford.edu/) *(September 1998 - June 2002)* **BS [Computer Science](https://cs.stanford.edu/)**