



# MAX SPEVACK

## Engineering Leader & Organizational Architect

*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).*

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## EXPERIENCE

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### CIQ

(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 Engineering into "Linux Engineering" (Build) and "Release All Things" (Delivery), clarifying accountability and accelerating release velocity.
- **Turnaround Leadership:** Stepped in as interim leader of the Automation team to unblock stalled delivery pipelines. Reduced image build cycles from quarterly to monthly and launched automated pipelines for Google Distributed Cloud and NVIDIA before hiring a permanent Director.
- **Strategic Planning:** Led 2026 resource planning and prioritization, implementing AI-driven reporting frameworks to provide executive visibility into engineering output.

### Google

(July 2021 - July 2023)

#### Senior Manager, Google Compute Engine (GCE 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

(July 2019 - June 2021)

#### General Manager, Amazon Linux & Open Source

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, defining the next generation of AWS's core operating system after a period of stagnation.
- **Innovation:** Launched Bottlerocket GA, a purpose-built open-source OS for container orchestration, capturing new workloads on EKS/ECS.
- **Lifecycle Management:** Engineered the extended support plan for Amazon Linux 1, retaining critical legacy customer workloads while driving automated migration paths to AL2.
- **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**

(February 2016 - June 2019)

### **Senior Manager, Google Compute Engine (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/Cascade Lake CPUs and Tesla V100/T4 GPUs, unlocking new ML/AI revenue streams.
- **Crisis Response:** Led the engineering response to Spectre/Meltdown and L1TF, patching the massive GCE fleet with minimal customer disruption (Awarded Google "Feat of Engineering").
- **Feature Engineering:** Delivered Nested Virtualization and SAP-certified large-memory instances (ultramem), removing blockers for enterprise cloud migration (Awarded Google "Feat of Engineering").

## **Amazon Web Services**

(August 2011 - January 2016)

### **Manager, Linux Kernel & Operating Systems**

- **Foundational Engineering:** Built and maintained the Amazon Linux AMI during its explosive growth phase, owning the kernel, security updates, and package repositories.
- **Platform Launch:** Led the qualification/testing teams for major EC2 instance launches (T2, C4, D2), ensuring day-one stability for new hardware families.

## **Red Hat**

(August 2004 - August 2011)

### **Manager, Open Source Community Architecture (Feb 2008 - Aug 2011)**

### **Fedora Project Leader (Feb 2006 - Feb 2008)**

### **Linux Systems Engineer (Aug 2004 - Feb 2006)**

- **Community Leadership:** Elected leader of the Fedora Project (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, Slashdot, Ohio Linux Fest)
- **Strategy:** Founded the Open Source Community Architecture team, establishing the Open Source Way as a corporate standard for productizing community software and founding the Teaching Open Source community.

## **Verisign**

(October 2002 - August 2004)

### **Quality Assurance Engineer**

## **EDUCATION**

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### **Stanford University**

(September 1998 - June 2002)

### **BS Computer Science**