Robin Norwood

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SUMMARY

Product manager, developer, and leader with over 15 years of experience building products and services for some of the world's greatest technology companies, including Rackspace and Red Hat.

An advocate for users during all stages of product development, using iterative and evidence-based product development practices to build products that help people do their best work.

Deep technical experience in lean product management, team leadership, agile software development, cloud infrastructure, web applications, open source development, and experience design.

KEY PROJECTS

Product and engineering lead for the **Rackspace Support Network**: a self-service support channel and community that helps Rackspace customers manage their cloud and dedicated hosting infrastructure.

Product and user experience lead for **Racker Experience and Tools**: web applications and APIs used by technical support teams to deliver Fanatical Support to Rackspace customers.

Engineer for the **Red Hat Network**: a systems management platform used by Linux administrators to manage and monitor hundreds of thousands of mission-critical Red Hat Enterprise Linux servers.

EXPERIENCE

Instructor   Apr 2016 - Today @ The Iron Yard

Mentor junior software developers from diverse backgrounds, providing technical skills and experience to guide them to new careers in the technology industry.

Create and teach a web development curriculum of daily instruction, exercises, and assignments.

Teach topics including web programming, databases, data science, source control, command line, virtualization, containers, cloud platforms, and Linux.

Senior Manager, Product   Apr 2014 - Apr 2016 @ Rackspace Hosting

Led the Self Service team at Rackspace, creating a world class self-service support experience for Rackspace customers. Directly managed five engineers and acted as overall project lead.

Consolidated technical content into the Rackspace Support Network, improving user experience and deferring 12,000 support contacts each month, saving $2.2 million per year in support costs.

Created a contribution model and editorial workflow for technical content that allows anyone to contribute content via GitHub, more than quadrupling the rate of content creation.

Drove adoption of Lean Product Management techniques such as experimentation, rapid iteration, and Key Performance Indicators to improve Rackspace's ability to build useful and valuable products.

Acted as advocate for understanding user needs and behavior through user interviews, surveys, usability testing, and analytics.

Manager, Product   Jan 2013 - Apr 2014 @ Rackspace Hosting

Led product management for the Digital Racker Experience team, responsible for Rackspace's technical content and self-service experience. Managed five engineers and two product managers.

Created the Support Drawer, which radically improved user experience by combining self-service, community support, and one-on-one support into a single interface within Rackspace's customer control panel.

Reduced one-on-one support contacts by 8%, saving Rackspace approximately $1.3 million per year. In 2015, the Support Drawer was recognized with a Gold Stevie® award for Web Service Solutions.

Established a closed-loop feedback process between support and product teams to drive improvements that reduced customer-impacting issues and made products more supportable.

Manager, Experience Design   Aug 2011 - Jan 2013 @ Rackspace Hosting

Led the Racker Experience and Tools team, with a mission to help support staff deliver on Rackspace's Fanatical Support promise. Managed a team of nine product managers, business analysts, and user experience designers.

Managed user experience and interaction design for Cloud Control 3, the control surface used by support staff to support the launch of the Rackspace public cloud.

Acted as an advocate and champion for our support staff within Rackspace's product organization.

Maintained and delivered against a detailed roadmap to integrate Rackspace customer support into a seamless user experience.

Manager, Software Development   Mar 2011 - Aug 2011 @ Rackspace Hosting

Led a team of developers to help pivot Rackspace's managed hosting business from a monolithic application to a service oriented architecture that scaled to meet increasing customer demand.

Developed a search appliance that uses Elasticsearch to index customer data from several sources, allowing support staff to find any customer with a single search query.

Software Developer IV   Dec 2008 - Mar 2011 @ Rackspace Hosting

Developed software for CORE, a control panel used by support, datacenter, and operations staff to run and support Rackspace's managed hosting business.

Wrote software for SSL certificate management, configuration management, automation, and ticketing in Python, SQL, HTML, CSS, and JavaScript.

Senior Software Engineer   Jan 2002 - Aug 2008 @ Red Hat

Front-end web developer for the Red Hat Network, writing code in Perl, Java, SQL, HTML, CSS, and JavaScript, creating complex UIs for tasks such as comparing packages and errata across groups of Linux servers.

Led a team to create a prototype virtualization management system using Xen hypervisor technology.

Maintained the Red Hat Enterprise Linux and Fedora backend for PackageKit, a software management client for Linux.

METHOD

Defines and communicates a compelling vision and strategy
Sets specific, incremental, and valuable goals
Drives to a decision and path forward even with imperfect information
Maintains an open dialogue between the team, users, and stakeholders
Ensures that all voices are heard and valued
Removes obstacles so the team can get stuff done
Provides career guidance and mentorship
Learns the complete context of a situation to enable better decisions
Recognizes the team and individuals for success
Personally accountable when things don't go well

CORE VALUES

People always come first
Cultivate culture, success will follow
Responsibility without ego
Recognize when to yield
Go fast, iterate, and learn
Never get involved in a land war in Asia