

# Geoff Mendal, PCC

Leadership Coach | Leadership Development Facilitator | Author | Speaker | Chef

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## OBJECTIVE

Give back to others by helping make them great: build, mentor, grow and disrupt software engineering organizations to make them high performing.

## ABOUT

**LEADERSHIP COACHING AND MENTORING:** Leadership coach (ICF PCC accredited), mentor, and confidant for mid- and senior-level software engineering managers and ICs.

**LEADERSHIP DEVELOPMENT FACILITATION:** facilitator of a number of adaptive leadership and case-in-point intensives, able to perform in-person and online, delivered to both intact teams and open enrollment cohorts.

**ENGINEERING EXPERTISE:** CI/CD automation/scale, developer tools, source code management systems.

**CHEF:** Professionally trained and in-demand in the workplace, at home, and for charity events. Ask me about my unique recipes and signature dishes.

## EXPERIENCE

*Leadership Coach and Leadership Development Facilitator, 8/2019 to present*

I help make leaders great. I bring my leadership development skills and decades of experience from the tech industry to help those in leadership roles mobilize change in their organizations. I work 1:1 with talented managers and senior ICs who want to strengthen their leadership muscle. Leaders who feel stuck, are struggling to find their purpose, or have work/life balance issues can benefit by working with me. I also work with companies, am available for short- and long-term contracts, and relish working with intact teams.

*Pandora Media, Director Software Engineering, 9/2017 to 8/2019*

My unstated role in the company was as a deep thinker, disrupter and change agent for Software Infrastructure Engineering, challenging the status quo by not settling for incremental progress or adhering to company norms. Outside my defined/expected role, I was a member of a SWAT team charged with making significant progress on diversity and inclusion within Engineering.

Similarly, I helped to seed leadership and culture with the company's new Atlanta-based engineering team.

After being promoted to this role, I spun up a new Oakland and Atlanta based team that owned both mobile and backend/server infrastructure tools for internal customers (Dev and Quality Engineering). Initial goals for this team were to completely automate the CI/CD pipeline, migrating its workflow from on-prem to self-service in the cloud (hosted on MacStadium, GCP and AWS) to support daily or more frequent hands-off automated deployments, evaluating cloud test automation providers (Sauce Labs, Perfecto, Browser Stack, pCloudy, etc.) against an in-house solution, migrating legacy services from Perforce to git (with full history), removing roadblocks to enable migration of the primary/DR data centers to active-active, wholesale replacement of Tableau based dashboards with Hygieia powered ones, and providing auto-provisioned, on-demand production-like sandboxes to Dev and QE in under 5 minutes per instance.

Additionally, I helped define long-term strategic initiatives for Pandora's newly formed SRE team.

### *Pandora Media, Manager Production Engineering, Infrastructure Team, 7/2016 to 9/2017*

I led multiple teams comprising release engineers, DBAs, and platform engineers who owned the build and deployment of Pandora's server, web, and mobile (Android and iOS) client apps and back-end services, maintain the internal test and staging environments, and initiated migrations of Engineering's SCM from Perforce to git.

### *Google, Senior Release Engineer, 3/2013 to 7/2016*

I was an individual contributor on the Android Build and Release team working to help improve the quality and velocity of Android OS platform and unbundled app releases, and to improve the existing automation/infrastructure to accomplish these aims.

I also facilitated two internal People Dev leadership programs: one was a 3-day immersion for the next generation of Google engineering leaders and the other was an Adaptive Leadership 3-day experiential course for more senior leaders. I also performed on-demand leadership coaching for alumni of these programs.

Periodically I taught cooking classes at the Google Teaching Kitchen, and occasionally cooked with the Google culinary team including offsite catering and charity events.

### *Google, Senior Engineering Manager, 1/2007 to 3/2013*

I managed a basket of teams in the Developer Infrastructure group that operated and helped architect massive performance and scalability improvements to the SCM systems used internally by every engineer in the company, world-wide, plus release platforms and automation. I also sat on a hiring committee, served as the 24x7 on-call escalation point for all infrastructure teams that I managed, coordinated with Legal on urgent SCM court-ordered discovery requests, helped drive the annual company-wide

disaster readiness exercise, and served as the SOX POC for a subset of SCM/RE services.

*Google, Senior Tools Strategist, 10/2005 to 1/2007*

I began my Google career as an individual contributor in the Eng Infrastructure Build & Tools team. My primary responsibilities were to be a change agent for core Google infrastructure and create runway with existing infrastructure to allow long-term disruptive changes to take hold.

*Microsoft, Senior Tools Strategist, 5/2000 to 9/2005*

I was a build/release and developer tools front-line manager in the MSTV and MSN TV divisions.

*Talarian, Software Architect, 6/1998 to 1/1999,  
Director of Product Development, 1/1999 to 4/2000,  
Manager of Engineering Infrastructure, 4/2000 to 5/2000*

As a Software Architect, my duties were to design, implement, and integrate server-to-server multicast for the company's flagship product, SmartSockets on an extremely tight schedule. As Director of Product Development, I oversaw a team of product developers as the consensus builder and issue resolver. My duties included defining, prioritizing, and documenting product features, creating and maintaining project schedules, coordinating release schedules with other departments, collaborating with people at all levels in the company, recruiting, budgeting, and performance reviews. As the Manager of Engineering Infrastructure, I was responsible for producing the core build infrastructure for the SmartSockets family of products.

*Tri-Pacific Consulting Corporation, Vice President, 7/1994 to 6/1998*

I was a co-owner, officer, and director of this company whose major business objectives were to provide elite C, C++, UNIX, Windows (both 95/98 and NT), RMA (Rate Monotonic Analysis), and Real-Time CORBA consulting and training services.

*Sun Microsystems (SunSoft), Contractor, 6/1993 to 11/1997, 5/1998 to 6/1998*

- Technical Lead for the port of DET's (Developer Environment Tools) C++ Workshop to Novell's UnixWare (1993/1994),
- Technical Lead for the port of DET's C++ Workshop to HP-UX 9.0x (1995/1996),
- Development Engineer for Network Products automated testing tools evaluation (1996),
- Technical Lead for SunSoft-wide initiative for common license and installation (1996/1997), and
- Development Engineer for DET's licensing and installation software (1997, 1998).

*Systems Engineering Research Corp, Executive Vice President, 6/1990 to 6/1994*

I was a co-founder of this company that produced commercial X Windows and Motif bindings and tools between the Ada83 and C programming languages.

*Stanford University, Computer Systems Lab Research Staff, 10/1985 to 9/1990*

I was a member of the technical staff in the Program Analysis and Verification Group. Responsibilities included development of experimental languages (ANNA, TSL) that supported software specification and verification techniques, interaction with industry affiliates, development of software environments to prove the feasibility of the underlying research, and UNIX expertise. During this tenure, I also performed contract programming, consulting, and training seminars to many companies. I was also a key player responsible for evaluating, recommending, installing, configuring, and maintaining the first network of Sun3 workstations and file servers (Sun3/110, SunOS 3.5) in the department of Electrical Engineering (1986).

*Ada Education and Research, Co-Author, 3/1985 to 2/1992*

Co-authored a unique, two-volume book on the Ada 83 language titled *Exploring Ada*. The book is designed to teach the reader the detailed semantics of Ada through the Socratic method. *Exploring Ada* is the only Ada book that covers every aspect of the Ada language in the level of detail required by Ada system designers.

*Lockheed Missiles & Space Co., Software Engineer, 4/1984 to 10/1985*

I was a software designer for MILSTAR in the ground support group for this military satellite communications system.

## **EDUCATION**

B.S. University of Michigan, Ann Arbor. Computer and Communication Sciences. December 1983.

Ignite Global, Professional Coaching Mastery certification, September 2021. ICF [PCC credential](#) obtained 6/21/2022.

Kansas Leadership Center, Leadership Coach certification, June 2020. ICF ACC credential obtained 11/30/2020.

Kansas Leadership Center, Case-In-Point leadership development certification, June 2016.

Harvard Kennedy School of Government. Executive Education Program. Art and Practice of Leadership Development, May 2012.

Essential Professional Culinary Skills in the Culinary Arts at the Professional Culinary Institute, May 2010.

## **VOLUNTEER EXPERIENCE**

Leadership Facilitator, Kansas Leadership Center, September 2018 – August 2020

Engineering Career Advisor, LinkedIn, January 2017 – October 2020

Chef Instructor, San Jose Ballet School (The New Ballet), March 2018 – present

Volunteer Chef, Water to Wine Charity Event (Water Hope), September 2013 – September 2016

## **HOBBIES**

Investing, wine collecting, gourmet cooking, and tax planning/automation tools.

## **HONORS AND AWARDS**

Google, Founders Award, April 30, 2010. China Hacking Incident Response.

Microsoft MSN TV, Achievement Award for Source Depot migration efforts, June 29, 2005.

Microsoft MSN, "Ship It" Award for MSNTV2 version 1.0, June 11, 2004.

Microsoft MSN, "Ship It" Award for MSN 9 Wave, January 8, 2004.

Microsoft MSN IA, Gold Star Program, May 2004.

Microsoft MSN TV, "Ship It" Award for Punk Service Release, August 14, 2003.

Microsoft MSN TV, Microsoft Values Award for Outstanding Demonstration of Company Values, Fiscal Year 2004.

Microsoft MSN TV, "Ship It" Award for Client 2.8, March 17, 2003.

Microsoft MSN, "Ship It" Award for MSN version 8, October 24, 2002.

Microsoft MSTV, "Ship It" Award for version 2.0, April 19, 2002.

Microsoft MSTV Advanced, "Ship It" Award for version 1.5, October 31, 2001.

Microsoft MSTV, "Ship It" Award for Client/Server 1.0, June 1, 2001.

Microsoft MSTV Platforms, Product Engineering Top Performer Honor, February 2001.

Microsoft MSTV Platforms, Product Engineering Gold Star Program, January 2001.

Recognized by Donald Knuth in July 1996 as being the first to find an error in the Straight Selection Sort's stability property noted in the table on page 381 of *The Art of Computer Programming, Sorting and Searching (Volume 3)*, first edition 1973.

Awarded \$5.11 (\$2.56 plus interest), paid by personal check (never cashed, still in my possession). Originally communicated to Professor Knuth in November 1985.

IEEE Outstanding Contribution Award. April 1986.

## **PUBLICATIONS AND PRESENTATIONS**

*Finding New Purpose: An Advance Scout's Glimpse of the Road Ahead*, published on [LinkedIn](#) and [Medium.com](#), March 2020.

*Engaging Unusual Voices in Building High Performing Teams*, published on [LinkedIn](#) and [Medium.com](#), October 2019.

*The Book of Philemon Through the Lens of Leadership*, published on [LinkedIn](#) and [Medium.com](#), September 2019.

*Exercising Leadership in the Moment: Focusing on the Here and Now*, published on [LinkedIn](#) and [Medium.com](#), August 2019.

*Prototyping Environment for Real-Time Analysis*. RTS 98 Conference Proceedings, pp. 689-699. La Défense, Paris. January 16, 1998. Co-authored with Peter Kortmann.

*IEEE Software* Referee. I refereed papers for this prestigious journal for ten years (1989–1999).

*An Introduction to Rate Monotonic Analysis*. Tutorial presentations at various Embedded Systems East/West conferences 1995-1998 (Boston, Chicago, and San Jose locations). Co-taught with Ray Obenza of the Software Engineering Institute at Carnegie Mellon University.

*Tri-Ada '92*. I acted as the conference chairperson for this world-wide Ada software engineering event held in Orlando, Florida (September 1992).

*Exploring Ada, Volume 2*. Prentice-Hall, Inc., February 1992. Co-authored with Douglas L. Bryan.

*Exploring Ada, Volume 1*. Prentice-Hall, Inc., October 1989. Co-authored with Douglas L. Bryan.

*Issues in Ada Compiler Technology*. *IEEE Computer*, February 1989. Co-authored with Mahadevan Ganapathi.

ACM SIGAda's *Ada Letters* Technical Editor. 1986-1989.

*Three Reasons to Avoid the Use Clause*. *ACM SIGAda Ada Letters*, January 1988. Presentation made to the Bay Area SIGAda chapter in November 1987.

*Storage Reclamation Models for Ada Programs*. *ACM SIGAda International Conference*, Boston, MA, December 1987. Also reprinted as a Stanford University technical report.

*Ada Compiler Technology*. *IEEE Computer Society COMPCON87*, San Francisco, CA, April 1987. Co-authored with Mahadevan Ganapathi.

*Designing for Ada Reuse: A Case Study*. *IEEE Computer Society Second International Conference on Ada Applications and Environments*, Miami, FL, April 1986. This paper received the IEEE Outstanding Contribution award. Reprinted as a Stanford University technical report, June 1986.

*Dynamic Tasking and Dynamic Task Queuing in Ada*. *National SIGAda Conference*, Minneapolis, MN, August 1985. Co-authored with Lance Murray.

*Micro Issues in Reuse from a Real Project*. *National SIGAda Conference*, San Jose, CA, February 1985. Also published and presented at the Naval Research Laboratory Workshop on Reusable Software, Washington, D.C., April 1985.

*A Comparison of Two Competing Methodologies for MILSTAR MCS*. *MILSTAR, Ada Study in Software Engineering Issues, Phase II*, LMSC-D976358, September 1984.

*The Cost Impact of Generic Units*. *MILSTAR, Ada Study in Software Engineering Issues, Phase II*, LMSC-D976358, September 1984.

*Selected Content from the AIDER Expert System*. *MILSTAR, Ada Study in Software Engineering Issues, Phase II*, LMSC-D976358, September 1984.

*Families of Entries in the Ada Tasking Model*. *MILSTAR, Ada Study in Software Engineering Issues, Phase II*, LMSC-D976358, September 1984.

*Changes in Management Practices Associated with Ada.* MILSTAR, Ada Study in Software Engineering Issues, Phase II, LMSC-D976358, September 1984.

*The GENDOC On-Line Documentation Facility.* University of Michigan Computing Center, Computing Center Memo 445B, May 1985 (reprinted).

*The GENDOC Database Management System.* University of Michigan Computing Center, Computing Center Memo 461, May 1985 (reprinted).

*The GENDOC On-Line Documentation Facility—Status Report.* University of Michigan Computing Center, MTS Workshop IX, Edmonton, Alberta, August 1983.

*The Implementation of a "Resources-Like" SPIRES Database as a Documentation Indexing Mechanism—Design Proposal.* University of Michigan Computing Center, MTS Workshop IX, Edmonton, Alberta, August 1983.

*Help/Explain Facilities: A Can of Worms.* University of Michigan Computing Center, MTS Workshop IX, Edmonton, Alberta, August 1983.

*Chekmate.* Original jazz composition. Wrote, arranged, and performed this musical piece for the New Trier West Recording Jazz Ensemble. Recorded live as the title track of the album [Chekmate](#). March 1979.

*Rocky's Theme: Gonna Fly.* Jazz composition arrangement. Arranged and performed this musical piece for the New Trier West Recording Jazz Ensemble. March 1978.

References available upon request