



## Bruce Taylor

### General

I provide consulting and coaching services to engineers and managers in the engineering and information technology fields. I work with individuals on skill development, and job performance, and with managers on leadership styles. I help organizations establish cooperative, supportive cultures and low-stress, productive work environments. I use qualitative and quantitative techniques to study attributes of organizational and personal performance and to design appropriate interventions. I am uniquely qualified in the important areas of psychology, professional coaching, and professional engineering; so I bring a complete package of skills to projects.

### Coaching and Mentoring Highlights

- Conducted personal and professional coaching since 2004
- ICF Career Coaching Certification received August 2006
- Coached and mentored engineers in four companies
- Coached president of software startup on selecting and hiring a CEO
- Coached Vice President of Engineering on downsizing with minimal stress
- Coached VP of Engineering on creating and sustaining culture change
- Coached senior software architect for promotion to CTO.
- Coached multiple engineers on promotion to first-line management
- Coached multiple engineers on career management and transition issues

### Organizational Development Highlights

- Investigated issues of low worker morale and low productivity at a major software manufacturer. Used quantitative techniques to identify critical areas of worker dissatisfaction, and to recommend interventions.
- Investigated patterns of cultural misunderstanding and conflict at metallic surface treatment company. Recommended changes in worker and supervisor training, as well as changes to work process and material flow.
- Compiled and published organizational cultural analysis for major software manufacturer.
- Introduced software design best practices to an educational software startup. Shortened the average delivery cycle and increased programmer satisfaction and morale.
- Conducted training in software best practices and project management standards. Recommended and implemented changes to give programmers more autonomy and responsibility, and to improve information flow.

### Training Highlights

- Agile Development Techniques (Kronos)
- Design and Code Review Techniques (Kronos)
- Java Design Patterns (Kronos)
- Managing Engineers' Career Paths (King & Bishop)
- Coaching Skills for Managers (King & Bishop)
- Soft Skills for Newly Promoted Managers (WorkingInUnison)

## Employment History

2005- ManagingProgrammers.com, Owner  
2000-2005 Kronos Inc., Software Architect  
1998-2000 Information Resources, Software Architect  
1996-1998 Buzzeo Inc., Software Architect  
1991-1996 Digital Equipment, Principal Engineer  
1981-1991 Intermetrics, Senior Engineer

## Education

2004 Mentor Coach, Personal and Professional Coaching. Certification in June 2006  
2003 UMass Lowell, Certificate in Job Stress and Healthy Job Design  
2003 UMass Lowell, MA Community & Social Psychology  
1976 Duke University, MS Computer Science  
1973 Duke University, BA English Literature

## Papers (available at <http://workinginunison.com>)

- "DEC TP WORKcenter: A Software Process Case Study", DEC Technical Journal, 1986.
- "A Progress Software Cultural Storybook" 2001.
- "Agile Skills for Agile Managers", Cutter Consortium Update Series, 2005.
- "Clear Thinking About Stress", 2005.
- "Do Programmers Have Career Paths?", 2005.
- "Why Program Adaptability is so Important", Cutter Consortium Update Series, 2005.
- "Five Predictable Crises of Software Startups", 2005.
- "Knowledge Management for Software Projects", Cutter Consortium Update Series
- "Organizational Culture is Important in Software Productivity", Boston SPIN 2005.
- "Sustainable Software Development", Cutter Consortium 2006.
- "De-Mystifying Corporate Culture", NEHRA Insights Magazine, Winter 2007.

## Books

- "How to Shop for a Coach", in 101 Great Ways to Improve Your Life, SelfGrowth.com, 2006.
- Working Among Engineers: A Field Guide to the Software World, BookSurge, 2006.

## Professional Societies

- International Coaching Federation
- American Psychological Association
- Northeast Human Resources Association
- Boston Software Process Improvement Network (SPIN) 2006 Sponsor Chairman
- Association for Computing Machinery (ACM) 2006 Secretary

## Contact Information

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