
Lindsay Holmwood

Product and engineering
builder-executive

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PROFILE

Accomplished technology executive with 20+ years experience in startups, scaleups, enterprise, and government. Built, scaled, and operated services multiple times with commercial yearly revenue greater than \$100 million. Skilled team builder and leader of leaders. Deep and practical knowledge of software engineering and internet infrastructures.

PROFESSIONAL EXPERIENCE

CipherStash, Sydney (remote)

Chief Product and Technology Officer; 2021–present

- Led research, design, and delivery of multiple cryptography products to market
- Contributed to GTM via deal support, customer demos, customer training, objection handling, and building proof-of-concepts
- Researched, designed, and delivered AI-driven SOC 2 change control automation, reducing whole-of-engineering delivery bottlenecks via dynamic risk assessment of changes requiring human review
- Scaled key management platform to handle burst workloads of > 60,000 encryption key requests per second
- Defined and implemented automated multi-model AI code review for test gap analysis, supply chain security, infracode
- Drove adoption, standardisation, and iterative improvement of AI coding tools, skills, and practices across engineering org
- Managed whole-of-company budget, finances, reconciliation, forecasting, and cost-control
- Managed compliance across multiple frameworks and jurisdictions, including yearly SOC 2 recertification, GDPR, APRA CPS 234
- Managed security program, covering penetration testing, vulnerability management, patching within SLAs, answering security questionnaires
- Line management for product engineering and solutions engineering
- Performance management at all levels of the org, including terminations
- Managed payroll and regulatory filing across Australia, USA, and Japan

Section, Colorado (remote)

Director of Product; 2019–2021

- Defined, communicated, and executed a product strategy for Section's three main products
- Bootstrapped a product function to replace the ad-hoc responsibilities previously shared by CEO and CTO
- Defined and ran product processes for identifying, triaging, and acting on new opportunities, eliminating TOIL, and reducing rework
- Set up a user research practice to generate actionable insights of customer and industry behaviour, and head off issues before escalations from high-value customers
- Launched Node.js edge app hosting product, leading delivery across product and engineering, and GTM across marketing, customer success, and finance
- Facilitated definition of Section's vision, purpose, values, and company flywheel. Led communicating it to the organization as a whole

Envato, Melbourne (remote)

Engineering Manager, Envato Elements; 2017–2019

- Manager-of-managers, responsible for 30 engineers working across four teams, consistently achieving high or highest employee engagement scores across Envato engineering teams
- Ownership of the 24x7x365 operation of Envato Elements, its availability, performance, security and technical risk management
- Doubled revenue every 12 months on Envato Elements, while ensuring 99.95%+ service availability
- Formed a cross-functional leadership team of product, design, engineering, marketing, and analytics, to streamline decision making and stakeholder management. The operating model was replicated and scaled on Envato's main revenue generating product (\$100's of millions/year), Envato Market.
- Sought out to provide leadership coaching to staff across engineering, product management, programme management, and agile delivery

SBS Australia, Sydney

Engineering Strategy Advisor, on behalf of Pragmateam; 2017–2018

- Ensured SBS On Demand did not go down during the 2018 FIFA World Cup — even after taking over broadcast rights from Optus mid-tournament
- Tripled the frequency of SBS On Demand releases, from one to three a week
- Cut frequency of outages by 66%. Reduced average impact from SEV1 to SEV2
- Achieved 75% reduction in ticket volume (4,000 to 1,000 tickets per week) by setting up a triage and escalation policy to software engineers
- Provided strategic analysis and recommendations to the General Manager of On Demand, resulting in restructure of product delivery teams
- Presented analysis and recommendations on behalf of On Demand GM to SBS C-suite

Australian Government Digital Transformation Agency, Sydney

Head of Technology; 2015–2017

- Defined and delivered the DTA technology delivery strategy used across all DTA programmes of work. This framework was used across 15+ service delivery teams who delivered services including Digital Marketplace, cloud.gov.au, the GOV.AU alpha and betas, the DIBP citizenship test appointment booking service, the DIBP import permit review service
- Designed and implemented a hiring process that granted teams authority to make hiring decisions in an inclusive and transparent way. This process resulted in 40 software engineers hired in 4 months, achieving 97.5% retention
- Regularly provided comment to the media on behalf of the CEO, and stood in for the CEO on multiple occasions for public speaking engagements
- Created and launched cloud.gov.au: a faster, safer, standard way to change web apps without impacting the user, which frees up teams to focus on writing code that meets user needs
- [Keynoted](#) to an audience of 2,000 at the Cloud Foundry Summit 2016 in Santa Clara, California about how the DTA uses Cloud Foundry to deliver services and recover from failure fast

Bulletproof Networks, Sydney (hybrid)

Research & Development Manager; 2010–2015

- Product owner and engineering manager for Bulletproof's new monitoring platform, owning 24x7x365 operation, availability, performance, security, and technical risk management
- Led the team that scaled Movember's infrastructure from taking \$25M in donations in 2011, to \$124M in donations in 2013
- Drove adoption of Open Source tools developed at Bulletproof outside of the organisation, with several large enterprises in the US using [Flapjack](#) in production, including Bank of America and Disney Online Services
- Product manager and technology lead for internal cloud automation, and customer-facing self-service experience
- Presales engagements for high-value customers (\$1M+ ARR), including writing RFP responses, completing security questionnaires, and building proof-of-concepts for customers
- Handled escalations on at-risk accounts, managing technical expectations and remediations
- People management of a distributed engineering team of 15, spread across Australia, Vietnam, Germany, and USA

Prior experience available on request.

TECH SKILLS

LLMs	Models: Claude, Codex, Qwen, Llama, Gemma, Gemini; Practices: loop engineering, model evaluation
Languages	Golang, Rust, Python, TypeScript, Ruby, Shell
Databases	PostgreSQL, Supabase, ClickHouse, Athena, DynamoDB, Redis, MySQL, SQLite, DuckDB
Cloud	AWS, GCP, Vercel, Supabase, Digital Ocean, Proxmox
Stacks	Frontend: React, Next.js, Tailwind; Rust: Axum, Diesel; Ruby: Rails, Sinatra; Auth: Clerk, Supabase, Auth0, Okta; Testing: Vitest, Jest, Playwright, Criterion, RSpec, Cucumber, FTA, cargo-crap, CodeQL
Tools	CI/CD: GitHub Actions, Buildkite, Circle CI; Infrastructure as Code: Terraform, Docker, Ansible; Observability: Prometheus, Grafana; Release management: Changesets, release-plz; Analytics: PostHog; Networking: RouterOS, Tailscale, Wireshark, Caddy

ORGANISATIONS

New South Wales State Emergency Service — Volunteer (2022–present)

Currently serving in the Gosford unit leadership team as Unit Training Coordinator, Planning Officer, and Duty Officer. Routinely lead response to 500+ incident events as Incident Controller and Operations Officer.

Sydney DevOps Meetup — Organiser and facilitator (2010–present)

Longest running DevOps meetup in the world.

DevOpsDays Australia – Organiser (2010–present)

Organiser, financier, advisor, and coach for volunteer teams running DevOpsDays events in Sydney, Melbourne, Brisbane, Newcastle, and Wollongong.

EDUCATION

20+ years tech industry experience equivalent to bachelors degree.

Australasian Inter-service Incident Management System (AIIMS) qualifications:

- Manage planning for a complex incident (Planning Officer Level 2)
- Control a Level 1 incident
- Conduct briefings and debriefings

SPEAKING

I am a sought-after keynote speaker, speaking on technology culture, DevOps, digital transformation, and building high performing teams. The highlights are:

Footguns and factorisation: how to make users of your crypto libraries successful
[Presented](#) at linux.conf.au, 2022

Managing Remotely, While Remotely Managing
[Presented](#) at Web Directions Code Leaders, Melbourne, 2018

Delivering clearer, simpler, faster public services with Cloud Foundry
[Presented](#) at Cloud Foundry Summit on behalf of DTO, Santa Clara, California, 2016