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Product, media, and accountable human judgment

My focus is reusable delivery capabilities, simpler workflows, reliable automated publishing, and explicit human authority over rights, ethics, and consequential decisions. I measure launch speed, delivery quality, cost, customer value, and operator experience, not task counts alone.

Selected experience

MICROSOFT / BUSINESS INVESTMENT FUND / 2012–2016

Lower operating cost. Preserve financial authority.

88% / Reported annual platform cost reduction: \$10M to \$1.2M

The problem

Legacy code and processes supported a \$670M investment fund. The global workflow needed a new core product, consistent financial approvals, and support across regions.

My responsibility

I led the engineering team and process streamlining, working with executives, finance, and external partners. The reported operating team had 12 engineers and a \$1.2M annual budget.

The transition

Thirteen area champions, native-language support, training, and direct ticket support helped the cutover. The legacy transaction path was retired, with business approvals and transaction limits retained.

The justified exception

The U.S. needed regional and account-segment approval paths. We connected local and central finance owners to accelerate large deals while maintaining approval authority. Commercial importance justified the variation.

Self-reported cost comparison implies \$8.8M less annual platform cost (88%), assuming comparable scope and periods. The \$670M figure is fund size, not savings or revenue. \$600K per half-year is approximately 0.09% of fund size; annualized, approximately 0.18%.

MICROSOFT / OPERATIONAL TRANSFORMATION

From process activity to product outcomes.

120 / Project managers in the transformation described

The problem

Long delivery cycles and meeting-heavy processes obscured customer outcomes. Teams needed clearer product ownership and better use of data.

My responsibility

I drove the product-management and PMO focus, worked with engineering leaders on priorities, and helped upskill teams in technical, data, persona, and interface concepts.

The approach

Simpler agile practices, recurring outcome measures, and automated reporting connected delivery with customer consumption and satisfaction.

The lesson

Organizational change works when people gain the skills and context to own outcomes. The measure is improved customer value, not the volume of meetings or tasks.

Organizational reach and direct management are different. This account describes cross-team influence; it does not claim direct management of all engineers or sole ownership of Azure infrastructure.

GRABTV / PRODUCT AND CUSTOMER INTEGRATIONS / JULY 2023–EARLY 2026

Build the product and its route to market.

30+ / Pilots reported created during the product effort

The product

Content owners and live-stream partners needed files, metadata, permissions, validation, and distribution connected across television, mobile, web, tablet, and backend systems.

My responsibility

I owned capital deployment, hiring decisions, product development, customer integrations, and preparation for go-to-market. My July 2025 resume describes 12 vendor contractors and seven internal team members influenced.

The approach

The platform used Azure, AWS, and Google Cloud. We brought a customer-experience executive onto the board to strengthen product and show-level decisions. The effort produced more than 30 pilots.

The transition

My operating role ended in early 2026; I remain a shareholder. The product lesson is to connect partner delivery, audience experience, and commercial value in a shared platform.

Pilot count and operating scope are self-reported. Pilots are not treated as paid customers or production launches. No financing amount or partner endorsement is implied.

REVETING / CHIEF BUSINESS OFFICER

From live recording to publication, clips, and feedback.

17 / Shows reported launched to podcast over two years

The source

Each show needed a host, a business context, content, time, and a recording mechanism. We used StreamYard for live conversations, audience engagement, and raw recordings. QR codes connected audiences to offers.

The publishing path

Episodes were published through podcast distribution and RSS syndication to destinations including Spotify, Apple Podcasts, Amazon Music, and iHeartRadio. Feed distribution reduced repeated publishing work.

The editorial path

AI editing created candidate clips. A distributed human editing team provided editorial review, preparation, and scheduling for social channels. Automation supported production; people retained editorial accountability.

The feedback

Analytics, QR responses, CRM sign-ups, and product conversions informed the work. I report doubling revenue and reducing costs by 70% in the same month through automation and higher-value customer acquisition.

Results are self-reported. The revenue and cost claim is a same-month comparison; its baseline, cost scope, and persistence need further detail. RSS syndication remains subject to each destination's acceptance and processing. It does not guarantee immediate publication everywhere.

AT&T / CONVERSATIONAL INTELLIGENCE

Resolve access and billing before the upgrade.

7m → 30s / Reported verification and password-reset time

The problem

Customers could spend approximately seven minutes verifying account ownership or resetting access before their billing issue was addressed.

The product decision

Put account ownership and device verification first, then bill explanation and resolution. Offer upgrades only after the original need has been addressed.

The boundary

The workflow used a reported \$100 credit decision threshold and attention to sensitive payment data. Authorized staff and policies remained responsible for financial exceptions and sensitive decisions.

The outcome

The reported verification/reset time fell to 30 seconds. That is roughly a 93% time reduction for that step, not a measured reduction in total call time or a claim about every customer.

Timing and threshold are David's account. Measurement sample, dates, and approval policy require confirmation. This account does not claim that an AI autonomously granted every credit or that all transcripts were deleted.

KAISER PERMANENTE / CONVERSATIONAL INTELLIGENCE

Bring context together. Keep clinical authority human.

Human / Accountability for consequential clinical decisions

The problem

Patients and care teams needed context from clinical, prescribing, pain care, technology, finance, and insurance workflows.

My responsibility

I worked on conversational intelligence and an NLP pipeline, bringing stakeholders and information into a coordinated workflow.

The oversight

The product goal was to bring context to people who held clinical and operational authority. AI did not replace accountable clinicians or establish treatment authority.

The lesson

A useful AI workflow needs clear information boundaries, validation, escalation, and named human owners. Healthcare makes that distinction concrete.

This is an experience account, not medical guidance. It does not claim autonomous prescribing, a verified clinical outcome, or unrestricted sharing of patient information.

Career progression

2012–2016 / Microsoft BIF platform and global workflow

2016–2018 / Microsoft IT project and product transformation

2018–2021 / Microsoft cloud analytics and customer-success systems

Nov 2020–present / Go Technology Solutions / founder; AT&T and Kaiser client engagements

Jul 2023–early 2026 / GrabTV / product and integrations; continuing shareholder

2025–present / Reveting media work / Chief Business Officer from June 2026

Includes overlapping assignments. Microsoft work ended in 2021; AT&T and Kaiser were client engagements through GTS. GrabTV's operating role ended in early 2026.

Interview / all 18 questions and answers

These responses reflect my experience and proposed approaches. Two behavioral questions identify the specific personal incidents still needed; they are not fabricated.

01 / Strategy

How do you decide whether a partnership needs an investment or an exception?

I begin with a standard path and assess incremental value, support cost, and effects on current users. In Microsoft's BIF work, the U.S. needed regional and account-segment approval paths for commercially important deals. We connected local and central finance owners rather than removing approval authority. That was a justified workflow variation.

Follow-up: Discuss the exception's ongoing cost, approval ownership, and effect on capital deployment time.

02 / Technical

How do you automate publishing while preserving human oversight?

I use accountable human judgment. Repeatable operations can run automatically within clear boundaries. Rights, ethics, and consequential risk need an authorized decision owner. The system needs review triggers, audit records, monitoring, and a way to stop and recover.

Follow-up: Explore a production example of a review trigger, false-positive rate, and escalation owner.

03 / Leadership

How did you migrate a legacy platform?

For Microsoft's Business Investment Fund, my team built a new core platform. We used 13 area champions, training, and direct human support for the transition. Business and finance approvals were retained in the workflow, and the legacy transaction path was retired at cutover.

Follow-up: Discuss the cutover criteria, reconciliation checks, and contingency plan in detail.

04 / Strategy

What do you measure beyond tasks automated?

Launch time, delivery quality, cost, customer value, and operator experience. I connect incremental platform costs to deal economics where attribution is possible. Show-level profitability also depends on acquisition and commercial decisions beyond the platform team.

Follow-up: Define baselines and guardrails before treating an automation gain as business value.

05 / Leadership

What have you simplified or deleted?

I have retired legacy transaction paths, moved workloads off old data-center hardware, and removed low-value or low-usage product features over time. I also replace meeting-heavy coordination with prepared data and shorter decision meetings. The aim is less recurring work while protecting the users who depend on the current path.

Follow-up: Choose one retirement and examine migration checks, impact on users, and the measured maintenance reduction.

06 / Technical

What is your media-platform experience?

At GrabTV, I owned product, integrations, capital deployment, hiring, and go-to-market preparation. We built across multiple surfaces and created more than 30 pilots. At Reveting, I am Chief Business Officer; our workflow connects StreamYard recordings, podcast RSS distribution, AI-assisted clipping, human editing, scheduling, analytics, and CRM responses.

Follow-up: Separate pilots, production launches, paid customers, and the outcomes personally attributable to my decisions.

07 / Leadership

How do you earn trust from operational teams?

Operators need a voice in the product and support during transition. In the BIF migration, champions and direct support helped teams across regions adopt the new workflow. I want product decisions informed by the people who encounter failures and exceptions every day.

Follow-up: Explain one operator insight that changed a feature or rollout decision.

08 / Strategy

How do you prevent platform complexity from accumulating?

Define a standard path, make exceptions visible, and assess recurring support costs. A feature must improve the platform as a whole and protect current users. Before adding something, I ask whether simplifying a rule or removing a dependency would solve the problem.

Follow-up: Discuss how you would review and retire exceptions over time.

09 / Technical

How do you respond to a distribution outage?

Keep publication state explicit, preserve the delivery record, and avoid duplicate or partial publication. Use monitored retries within defined limits. An operator should verify recovery when risk exceeds those limits. Multi-cloud architecture needs demonstrated recovery behavior.

Follow-up: The simulation illustrates a hold-and-retry path; it is not a production failover benchmark.

10 / Motivation

Why this role, and why now?

I am working at the intersection of product, media, and business value. This opportunity brings those experiences together in a concrete platform problem: making content delivery repeatable while retaining human accountability. I am interested in owning that difficult work.

Follow-up: Discuss the transition from current business responsibilities and location availability.

11 / Leadership

Tell me about a failure and what you changed.

A specific failure story is still to be added. I would use a real example with my decision, the consequence, the feedback I received, and the change I made afterward.

Follow-up: This portfolio does not invent a failure story. Ask me to supply one in conversation.

12 / Leadership

When did dissent change your decision?

A specific example is still to be added. My principle is to seek input from engineering, operations, and business owners before committing, then make responsibility for the decision explicit.

Follow-up: Ask for an actual disagreement, the evidence that changed my mind, and the result.

13 / Technical

How would you evolve a catalog without disrupting existing content?

My proposed approach is to clarify contracts and ownership, introduce changes compatibly, test the new path with a bounded cohort, and monitor readiness and publication outcomes. Retire the old path only after defined exit criteria are met.

Follow-up: This is an approach for discussion, not a claim about Netflix's current architecture.

14 / Motivation

What would you focus on in the first ninety days?

First learn product boundaries, shadow operators, and establish baselines. Then choose a high-value reusable opportunity with clear quality guardrails. Use pilot outcomes to inform the roadmap and rollout. I would develop the plan with the domain teams.

Follow-up: The roadmap depends on the existing products, constraints, and decision authority.

15 / Technical

Where have you applied accountable human judgment in an AI workflow?

At AT&T, the workflow verified account ownership, resolved access and billing, and used a bounded credit decision point before offering an upgrade. At Kaiser, conversational intelligence brought clinical and operational context together while people retained consequential authority. The boundary must be designed into the workflow, not added as a slogan.

Follow-up: Clarify the authorized reviewers, escalation triggers, privacy policy, and actual credit approval rules.

16 / Strategy

What outcomes best demonstrate your operating impact?

I report reducing BIF platform costs from \$10M to \$1.2M annually, reducing AT&T verification/reset time from seven minutes to 30 seconds, and doubling Reveting revenue while reducing costs by 70% in the same month. These measures describe different scopes and time periods; I would discuss their baselines and attribution separately.

Follow-up: Ask for comparable cost scope, measurement sample, financial baseline, and whether gains persisted.

17 / Leadership

What did a customer-experience executive add to the product?

We brought a CX executive onto the board to help connect product decisions with customer and show-level experience. My operating responsibilities included capital, hiring, product development, and go-to-market. The product effort created more than 30 pilots.

Follow-up: Explore a specific decision changed by that executive's input and the pilot feedback that followed.

18 / Technical

How do you connect media publishing to business outcomes?

We record live shows, distribute podcast episodes through RSS, and create clips using AI editing and human editorial work. QR codes, analytics, CRM sign-ups, and product conversion provide feedback. The aim is to connect distribution with audience and commercial value, not just count assets.

Follow-up: Explain consent, attribution, editorial review, and which conversions can actually be traced to a show.

Let's talk

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