

Unfortunately, my time at **Last Mile Solutions** has come to an end.
Due to a restructuring of the engineering department, my position was made redundant.

I am therefore immediately available and open to work.

I'm pleased to share that I am leaving with a letter of recommendation, which can be made available upon request. I wish the company well and look forward to staying in touch. I will be following its next steps with interest.

WHAT I'M LOOKING FOR NEXT

I'm looking for a long-term leadership role, Sr. Engineering Manager, Head of Engineering, or Director level (in the Netherlands or remote).

I work best in environments where human leadership capabilities are treated as core engineering competencies, not as "soft" extras.

That includes:

- Trust, autonomy, and psychological safety as foundations for quality
- Clear direction, well-defined boundaries, and shared accountability, because autonomy works best when expectations are explicit
- A sustainable delivery pace that supports quality and long-term outcomes
- A shared understanding that scaling means improving systems, clarity, and flow, not just adding people
- Strong collaboration between engineering, data, and business
- Focus on organizational impact, not just local optimization

WHAT I BRING

I'm a leader of leaders, with 20+ years in software engineering and 15+ years in engineering leadership.

I'm known for reducing complexity and unlocking motivation, across technical systems, organizations, and people.

I work with what I often describe as a golden red thread:

ensuring strategy, values, systems, and day-to-day engineering decisions stay meaningfully connected. When these threads are clear, teams don't need heavy control, they understand why their work matters, what value it creates, and how to make good decisions within clear boundaries and accountability.

A key part of my expertise is helping technical teams translate their needs, constraints, and ideas into business value, without forcing everything into artificial customer-facing narratives.

I don't believe in a 50% tech / 50% product split.

I believe in 100% business value, delivered through technology and product, each measured in ways that fit their nature. Too often, engineering work is undervalued not because it lacks impact, but because it is explained in the wrong language. I help teams bridge that gap so essential work is understood, prioritized, and trusted.

Not all important engineering work produces immediate functional features. Work such as lifecycle management, platform health, reliability, and security creates value through efficiency, risk reduction, continuity, and long-term trust. For example, lifecycle management may not add a new feature, but neglecting it introduces security and operational risks that can lead to service disruption, reputational damage, and ultimately customer loss. Making these connections explicit gives technical work its rightful place in business and product decisions.

My leadership philosophy, including this view on value, is grounded in real-world experience and captured in my book, *The Leadership Leap*, which focuses on clarity, motivation, and lasting impact in complex engineering environments.

If you're looking for someone who:

- Leads leaders
- Cuts through complexity
- Builds motivation through meaning and clarity
- Connects engineering work to real business outcomes
- Creates impact that remains

...I'd love to connect.

Sarah Gruneisen

Head of Engineering | Scaling Leaders, Teams & Impact

Leading engineering leaders, shaping org-wide excellence, and building systems at scale.

15+ years of leadership and 20+ years in software engineering, specializing in scaling engineering leaders and teams across complex, product-driven organizations. Proven in leading multiple teams, mentoring engineering managers, and driving org-wide initiatives such as Engineering Excellence, Developer Experience, and product-aligned delivery.

Known for building high-trust environments where leaders grow, teams take ownership, and engineering delivers business value at scale.



PROFESSIONAL EXPERIENCE

Senior Engineering Manager | Last Mile Solutions

Jul 2025 – current

- **Roles & Solutions:** Coaching and supporting Engineering Managers and senior engineers while shaping cross-team engineering standards. Leading the FinOps team and the Customer Profiles team, driving cross-team developer experience initiatives, and product-aligned impact.
- **Leadership Abilities:** Transformative engineering leadership, developer experience elevation, systems thinking, cross-product strategic alignment.
- **Skills:** Power Apps/Automate/Pages and AI integrations, Engineering Management, Product Strategy, Developer Experience, Stakeholder Alignment, Leadership Coaching, Team Empowerment.

Leadership Development & Engineering Leadership Practice | Avagasso

Jan 2022 – current

- **Roles & Solutions:** Founder of Avagasso, a leadership development practice focused on scaling engineering leaders, strengthening team effectiveness, and embedding values-driven leadership in engineering organizations.
- **Leadership Abilities:** Visionary strategy, deep-coaching transformation, system-wide leadership development, human-centric organizational change.
- **Skills:** Leadership development, strategic program design, organizational coaching, and facilitation.

Senior Engineering Manager | Albert Heijn

June 2024 – June 2025

- **Roles & Solutions:** Engineering Manager for Supply Chain Store Replenishment, Mentor Program contributor and active member of the Engineering Manager SIG, contributing to leadership development beyond my direct team through mentoring and community initiatives.
- **Leadership Abilities:** High-performing team culture, Agile leadership, cross-department collaboration.
- **Skills:** Product Strategy, Architecture Strategy, Agile Methods, Liberating Structures, Diversity & Inclusion, Leadership Coaching.

VALUES

- Trust
- Autonomy
- Authenticity
- Reliability
- Appreciation

WHO AM I

I'm a reformer who guides companies and engineering leaders through transformative journeys. I focus on tackling the challenges that matter most and creating impact that remains long after I step away.

When teams can sustain healthy leadership and delivery without dependency on my presence, I know the work has truly landed.

COMPETENCIES

- Author
- Product Development and Centricity
- Leadership & Coaching
- Team Leadership & Building
- Courageous Conversations
- Empowerment & Liberation
- Diversity & Inclusion
- Mindful Facilitation
- Product Development
- Liberating Structures
- Holacracy
- Agile Methodologies
- Communication Skills
- Preparing Trainings
- Innovation Development
- Organizational Development
- Problem-Solving
- Community Development
- Business Development
- Software Engineer 20+ years
- Leadership 15+ years



PROFESSIONAL EXPERIENCE

Director of Engineering | Novoda

Sep 2022 – June 2024

- **Roles & Solutions:** Co-built the company's career and performance framework, shaped engineering strategy, and strengthened business growth.
- **Leadership Abilities:** Holacratic leadership, organizational empowerment, cross-team alignment.
- **Skills:** Strategic Leadership, Business Development, Holacracy, Engineering Excellence, Flutter.

Senior Engineering Manager | bol.com

Jan 2021 – Aug 2022

- **Roles & Solutions:** Drove engineering innovation, Agile transformation, and diversity initiatives across multiple teams.
- **Leadership Abilities:** High-performing team leadership, psychological safety, autonomy-building.
- **Skills:** Agile Methods, Liberating Structures, Diversity & Inclusion, Team Development.

R&D Team Lead / Agile Coach | Onetrail

Jan 2019 – Dec 2020

- **Roles & Solutions:** Led R&D initiatives, modernized internal tools, and guided the company through its Agile transformation.
- **Leadership Abilities:** Technical leadership, Agile coaching, cross-team facilitation.
- **Skills:** Agile Coaching, Scrum, PowerApps, Jira API, Angular.

Mission Critical Software Engineer | Schuberg Philis

Aug 2016 – Dec 2018

- **Roles & Solutions:** Engineered automation frameworks for mission-critical environments and contributed to internal engineering communities.
- **Leadership Abilities:** Technical innovation, collaborative facilitation.
- **Skills:** Chef, Ruby, Java, Kubernetes, SharePoint, Jenkins, Gitlab CI.

Senior Software Engineer | Woodwing Software

Oct 2015 – Jul 2016

- **Roles & Solutions:** Delivered backend components for enterprise DAM systems and collaborated across product teams.
- **Leadership Abilities:** Technical problem-solving, cross-functional alignment.
- **Skills:** AWS, Kafka, Java, Scala, Elasticsearch, Big Data.

CEO & Software Engineer | Avagasso GmbH

Apr 2010 – Oct 2015

- **Roles & Solutions:** Founded and led a boutique software company delivering end-to-end enterprise solutions.
- **Leadership Abilities:** Entrepreneurship, strategic planning, full-cycle execution.
- **Skills:** SharePoint, AWS, Java, PHP, Ruby on Rails.

Head of Software Engineering | Smarcom AG

Jan 2009 – Dec 2010

- **Roles & Solutions:** Led software engineering and modernized remote coordination frameworks across international teams.
- **Leadership Abilities:** Process innovation, technical leadership, cross-team collaboration.
- **Skills:** Java (Spring, JSP), Event-Driven Architecture, PL/SQL, MySQL.

EDUCATION

BS in Computer Science and Engineering, 2000: University of California, Davis

ENGINEERING EXPERTISE

Core Engineering:

Java, C/C++, Ruby, PHP, JavaScript/TypeScript, Angular, Perl, Shell Scripting, SQL, MySQL, Oracle, PL/SQL.

Cloud & Infrastructure:

AWS (EC2, S3, Kinesis), Kubernetes, Docker, Jenkins, GitLab CI.

Architecture & Integration:

Service-Driven Architecture, Event-Driven Architecture, API design, TIBCO, RUP, Extreme Programming, Netcool/Proviso.

Automation & Configuration:

Chef (Basic-Intermediate), CI/CD pipelines, test automation frameworks.

Enterprise Systems:

SharePoint (MOSS, Server 2007), SilverStream Server, Infranet Billing Systems.

Web Development:

Front-end frameworks, web app design, CGI, accessibility-oriented design.

Formal Training:

Cloud & container fundamentals, configuration management, Java/J2EE development, Microsoft server technologies, telecom system administration, and full-stack engineering foundations.

Web Development (E-Commerce)