STEPHEN WAITS

Distinguished software engineer with 30 years in hands-on development and executive strategy.

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EXPERIENCE

a Amazon — Draper, UT (remote) .... **June 2022 – now( )**

Principal Engineer, Fulfillment Technology and Robotics

- · Solely responsible for design, implementation, and adoption of a federated simulation system; which enables …
- · Optimizing the fulfillment network[1] (1.6M packages/day) by combining many small simulations into mega-simulations.
- · Producer for Principals of Amazon, the longest running internal weekly tech talk series, for an audience of ≈180K.
- · Track owner for Devcon '23 & '24, a private developer conference attended by 33% of tech employees (≈60K).

🚲 Zwift — Draper, UT (remote) .... **November 2021 – May 2022**

Distinguished Engineer

- · Led all ≈150 engineers in best practices, design, coding, and operation of world's largest online cycling game.
- · Brought accountability and engineering rigor into the company's culture and performance management systems.
- · Initiated and led rewrite of SDE levels to provide clearer, more achievable standards while raising the hiring talent bar.
- · Set the bar for ingenuity and speed by single-handedly designing and implementing a top-tier player rating system.

a Amazon — San Diego, CA (hybrid); Draper, UT (remote) .... **September 2016 – November 2021**

Principal Engineer, Fashion   *February 2019 – November 2021*

- · Lead technical IC across entire Amazon Fashion CX, the largest apparel retailer in the world (≈$40B annual revenue).
- · Additionally led tech on Personal Shopper, Try Before You Buy, Luxury Stores, and Amazon Style (physical stores).
- · Contributed to a 76% reduction in Personal Shopper style time through tech and operational improvements.
- · Pivotal in the rapid launch of Style physical stores in under 2 years (amid pandemic) by driving reuse of existing tech.
- · Led design and implementation of a preference storage system used by 350M+ customers, scalable to 20M tps.
- · Created a metric to boost COE (post-incident analysis) quality and priority, leading its adoption by ≈8,000 engineers.

Principal Engineer, Grocery   *September 2016 – February 2019*

- · Sole PE and most senior engineer in a ≈1,200 person organization, leading ≈600 engineers as an IC.
- · Collaborated across Whole Foods, Amazon Fresh (online and physical stores), PrimeNow, and Restaurants businesses.
- · Influenced executive leadership decisions with authoritative insights on people, processes, and technology.
- · Directed technical designs and implementations across supply-chain, e-commerce, fulfillment, delivery, and returns.
- · After acquisition of Whole Foods Market, shaped and drove its integration into the Amazon.com shopping experience.

📢 LeaseLabs — San Diego, CA (hybrid) .... **March 2015 – August 2016**

Associate VP of Technology

- · Managed a 35-technologist org including full-stack development, operations, design, QA, and IT in a C-level context.

🎮 PlayStation / Sony Interactive Entertainment — San Diego, CA .... **March 2000 – March 2015**

Engineer → Lead Engineer → Manager → Senior Manager, Engineering — Shipped 14 games.[2]

⚡ Stormfront Studios — San Rafael, CA .... **April 1996 – March 2000**

Engineer → Lead Engineer – Shipped 4 games.[2]

✈ Embry-Riddle Aeronautical University — Prescott, AZ .... **April 1994 – April 1996**

System and Network Administrator

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[1] Work-in-progress with opportunity estimated at up to 10% efficiency improvements in large portions of the fulfillment network.
[2] Detailed video game credits listed online at: swaits.com/about

PATENTS

AUTOMATIC CAMERA CONFIGURATION USING A FIDUCIAL MARKER (US 10453216) "Systems and associated methods are disclosed for automatically configuring cameras to be associated with a known physical location in response to exposing the camera to a fiducial marker."

EDUCATION

✈ **Embry-Riddle Aeronautical University** — Prescott, AZ . . . . **Fall 1990 – Spring 1994**

B.S. Aeronautical Science (partial)

LEADERSHIP PHILOSOPHY

My approach is clear: build trust through strong relationships, active listening, and leading with empathy. Trust is vital for teams to innovate and meet challenges. I make decisions according to customer needs and data. I set and uphold high standards, promoting and practicing open self-critique to encourage continuous growth. My focus is on outcomes; I empower others to think creatively and craft solutions, guiding rather than dictating methods. I am a force-multiplier, amplifying individual and team strengths, driving us towards our shared goals. Leading is about action and adaptability, always moving forward.

ELIGIBILITY AND LOCATION

· **Eligibility:** United States Citizen

· **Location:** Considering full-time remote opportunities, allowing work from home in Draper, UT.

· **Travel Availability:** Able to travel as required, up to several times per month.

REFERENCES

MANAGERS

This table shows my direct managers from September 2016 to January 2024. They have seen my work and growth in different roles and are willing to share their thoughts on my performance with future employers.

Name	Email	Current Title	Company	Managed me as ...	
Leon Warman	available upon request	Distinguished Engineer	Coupang	Sr. PE	Amazon Robotics
Margot Johnson	available upon request	CDO	Aritzia	Director	Amazon Fashion
Paul Horvath	available upon request	CTO	Beautycounter	Director	Amazon Grocery
Tony Bacos	available upon request	CTO+CPO	StitchFix	VP	Amazon Fashion
YuChiang Cheng	available upon request	Executive, Entrepreneur, Investor	*independent*	CTO+CPO	Zwift

PEERS

This table includes colleagues I've worked with closely. They come from various roles and projects and can speak about how I work with others, solve problems, and contribute to our team's success.

Name	Email	Current Title	Company	Worked together at ...
Avi Romascanu	available upon request	Principal Staff Software Engineer	LinkedIn	Amazon Fashion
Chris Chavez	available upon request	CTO	Shopbop	Shopbop (Amazon)
Evan Wondrasek	available upon request	Director, Software Engineering	Zwift	Zwift
James Grafton	available upon request	Director of Engineering	Meta	Zwift
Jenn Green	available upon request	Principal Engineer	Amazon Retail	Amazon Fashion
Ken Chao	available upon request	Sr. Program Manager	Netflix	Stormfront Studios
Kevin Lloyd	available upon request	Director	Amazon Grocery	Amazon Grocery
Nate Wiger	available upon request	VP Product + Engineering	Intuit	PlayStation, Amazon Grocery
Nigel Storey	available upon request	CTO	Zappos	Amazon Fashion
Ralf Knoesel	available upon request	CTO	Vector Unit	Stormfront Studios
Simon Johnston	available upon request	Sr. Principal Engineer	Amazon Ads	Amazon Grocery, Fashion
Spencer Voorheis	available upon request	Principal Engineer	Amazon PXT	Amazon Grocery

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