



GORDON PETER WILLS

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Introduction

I lead teams that get hard things done.

Technology has always been central to my career, from my time as an officer in the Royal Signals to my roles as a software engineer and engineering leader. I am a hands on software engineer, architect and solution designer guiding teams of humans to accomplish challenging feats. I have led teams sized between 5 and 200, usually responsible for growing and retaining the talent; I have delivered complex software solutions in Workforce Management, Healthtech, Agritech and defence, involving data management/processing, innovating with new technologies in legacy systems and building enterprise software from first commit to global market release.

For 18 years since leaving the military, I have been a manager and business leader. I balance time between briefing in the board room, leading and managing team/squad leaders, and hands on practical software and platform engineering. I have a track record of delivering value to customers while also improving engagement and productivity of the engineering function. I am a huge proponent of both DevOps culture and of Agile thinking - with practical experience of running Scrum, scrum at scale, Kanban and CI/CD behavior.

My foundational experience of ten years in the Army instilled in me a deep appreciation for commitment, loyalty, integrity, and professionalism - values I actively seek in others. For over 25 years, I've focused on cultivating cultures where people feel a sense of safety and belonging - which enhances their talent and production. This involves building platforms of trust, partnering with individuals to grow skills and confidence, and creating cohesive teams that enjoy working and playing together. Bringing engineering silos and business functions in to lockstep, sharing standards, processes, attitudes, goals and unifying purpose has allowed me to create genuinely high performing businesses.

As a lifelong learner, or perhaps "nerd adjacent", I love new things. I'm passionate about exploring new ideas across all fields, though primarily technology. We learn more things pushing boundaries than staying safely inside them. A key goal of mine, in any organisation, is to foster a learning-oriented mindset across all business functions, creating an honest, but blame free environment where we can all be honest and accountable to ourselves and each other. Using an experimental approach, in technology and leadership, has led me to insights about myself and how to lead technology businesses effectively.

Skills

Leadership and Management Skills

Leadership and Agile Management

Guided engineering departments of up to 200+ people, from single Scrum teams to multiple squads. Championed Agile methodologies (Scrum, Kanban) to optimize delivery and empower frontline decision-makers. Experienced in formal project management frameworks, including PRINCE2, ITIL, and Critical Path, applied across defense, documentary film, and software contexts.

Instill a culture of ownership and engagement where all engineers understand and take pride in their code's reliability and support, becoming actively accountable for its operational performance.

Culture Creation and Engagement

Expert in developing high-performance cultures built on shared values and a compelling business mission. Led the establishment of vision statements and team values to foster unity, psychological safety, and meaningful interpersonal engagement.

Coaching and Mentorship

Cultivate a culture of autonomy, mastery, and purpose through active coaching and servant leadership. Focus on empowering individuals, fostering engagement, and driving both personal and team productivity.

Leading by Example

Actively live and model core values to normalize openness and vulnerability, cultivating a sustainable, productive, and fun environment.

Strategic and Operational Goal setting

Drive team purpose and alignment by defining clear strategic and operational goals. Empower low-level decision-makers with the information they need to act with autonomy, ensuring efficiency and innovation while staying aligned with the business mission. Make use of OKRs, coupled with more tactical sprint goals and a solid definition of Done, to ensure alignment in terms of our desired outcomes and to allow frontline engineers to make timely and independent decisions based on strategic thinking.

Product Engineering

Championed a product-focused business approach to improve technical performance and drive significant business advantages. Aligned cross-functional departments (sales, marketing, engineering) around product definitions to reduce sales cycles, focus activities, and manage customer expectations.

Business Planning and Budgeting

Assimilate conflicting opinions from stakeholders (sales, finance, engineering) to create pragmatic business plans aligned with strategic goals. Regularly managed departmental budgets with SALEX in excess of £10M, CAPEX of £2M, and OPEX of £5M.

Financial Diligence

Ensure fiscal responsibility by meeting budgets and maximizing value for money while making evidence-based spending decisions.

Recruitment

Established and managed robust, inclusive recruitment procedures focused on seeking diversity of thought. Empowered teams to interview and select their own colleagues, ensuring a positive applicant experience and reinforcing our culture.

Partnership and Relationship Building

Skilled in assessing supplier capability and technical fit to establish key partnerships and create partner ecosystems. Cultivate robust, long-term relationships built on trust, clear communication, and the ability to navigate critical conversations with pragmatism.

Technical Skills

Product Engineering & Strategy

- **Product Focus.** Champion a product-focused approach that simplifies maintenance complexity and version management.
- **Data-Driven Decisions.** Make product decisions based on empirical data from experimentation, feedback, and analysis.
- **User-Centric Outcomes.** Drive development focused on key user outcomes: Reliability, Usability, Maintainability, Extensibility, and Predictability.
- **Collaboration.** Align product owners, UX, and software engineers with business goals to define product roadmaps and priorities.

Software Architect

- **System Architecture.** Design simple, resilient, and extensible systems using a layered approach from code selection to macro-level application integration.
- **Core Technologies.** Specialize in designing cloud-based, multi-tenant SaaS applications, with hands-on experience in microservices, REST, MQTT, Kubernetes, and Graph DB.
- **Cloud Platforms.** Experience with AWS, Azure, and GCP, including serverless architectures (Lambda/Functions) and container orchestration (Docker, K8s, ghcr.io).
- **Automation.** Focus on designing high levels of automation and robust communication pathways to build trusted, timely platforms.
- **Systems Integration.** Architect and implement systems that share data and telemetry, and expose simple, effective command interfaces.
- **Cross-Industry Experience.** Expertise in industrial automation, medical sensors, HR systems, communications, AgriTech, defence, and logistics.

Technical Leadership

- **Code Efficiency.** Emphasize separation of concerns and library extraction to create streamlined, maintainable services and accelerate development.
- **Standards.** Leverage modern protocols and standards like REST, MQTT, OAS, and AsyncAPI to ensure interoperability and maintainability.
- **DevOps & CI/CD.** Design and implement DevOps practices that increase software quality, reliability, and engineering velocity.
- **Automation Focus.** Advocate for and implement automated build, test, and deployment pipelines based on repository branching rules.
- **Predictability.** Instill a culture of predictability and reliability, ensuring that software releases are of high quality and are delivered at a predictable rate, ensuring the organisation knows what features and bug fixes are included.

Site Reliability Engineering (SRE)

- **Observability & Monitoring.** Expert in implementing observability stacks (New Relic, Grafana) to proactively identify issues and trace events across service boundaries.
- **Incident Response.** Establish recovery and restoration procedures using IaC, Kubernetes, and Terraform, ensuring data integrity and rapid service restoration.
- **Infrastructure & Networking.** Proficient in basic networking principles including DNS, DHCP, and multi-site VPNs.
- **Advanced Practices.** Champion Infrastructure as Code (IaC), static code analysis, feature flags, and the creation of platform teams to support development.

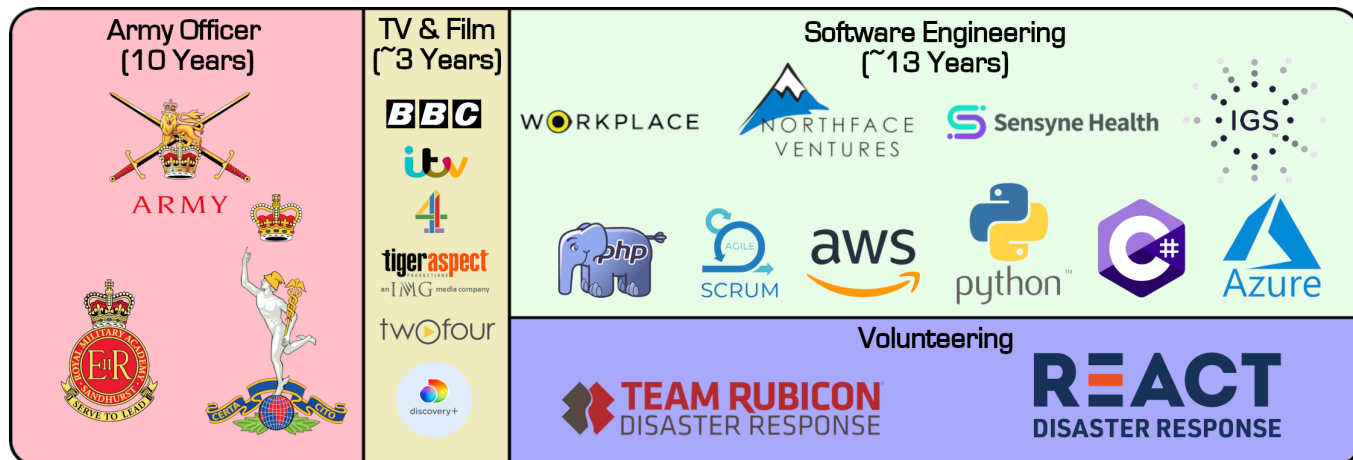
Hands on Software Engineering

- **Code Writing.** Experienced senior software engineer with a strong understanding of context-free languages and object-oriented design.
- **Languages & Databases.** Proficient in Python and JavaScript/TypeScript; coupled with lower level skills in PHP, #.NET, Dart, Go. Hands-on experience with Graph, KV, document, and relational databases.

- **Protocols and Services.** Experience with microservices, web technologies, REST, MQTT, Kubernetes, Graph DB, AMQP, SPAs, Zigbee and OPCUA.

Work History

Overview



Details



Co-Founder, Wills of Words Publishing

Oct 2025 - Present

Working with my brother on an application to automate the production of word search puzzles. The application leverages AI tools to generate niche word search puzzles on specific topics. The application is designed to return a full pdf manuscript and cover pdf, suitable for use with KDP.



Te Araroa Trail

Dec 2024 - Mar 2025

Career break hiking the Te Araroa Trail - New Zealand's national trail.



Head of Integration, IGS Ltd

Nov 2022 - Dec 2024

- IGS Ltd is a supplier of fully automated indoor farming equipment for food production at industrial scale.

- Designed and led the technical strategy for integrating IGS products into customer environments, ensuring seamless interoperability with factory management software.
- Led Head of Data and Head of Software to work with the System Architect and Product Management to deliver automation strategies for our customers and our product.
- Brought together complex systems of hardware, firmware, sensors, and actuators with data-derived insights to deliver simple repeatable touchpoints for external systems, agnostic of customer landscape.
- Recruited/promoted internally a software architect and a system architect to help break down siloed teams and improve collaboration. Supported Head of Software and Head of Data to continue to grow their teams.
- Coached Head of Software, Head of Data, Head of customer Support and had regular 1:1s with my peers in hardware engineering, supply chain management and product installation. Helping to shape coherent operational strategy in line with business goal.
- Managed partner and supplier relationships, aligning them with the product vision and internal hardware/software teams.
- Championed the use of GH/MS Co-pilot for rapid prototyping, coupled with robust refactor and peer review to prevent hallucination or stack overflow copy-pasta.



Pacific Crest Trail

Apr 2022 - Oct 2022

6-Month sabbatical to hike the Pacific Crest Trail.



Head of Software, IGS Ltd

Oct 2019 - Apr 2022

- Recruited software engineering to a headcount of 40 during the challenging 2020-2022 lockdown period.
- Recruited data engineering to a head count of 12 including a new Head of Data Engineering.
- Designed IGS core software product as multitenant SaaS software running multiple IGS indoor farms globally.
- Developed a culture engagement driving a DevOps attitude. This included establishing a developer experience/platform squad to increase velocity across all teams.
- Drove a CI/CD agenda making software/data engineers responsible for the release and deployment of software to our cloud stack.
- Created third line customer support function for 24/7 developer support in case of escalated issues.
- Supervised/line managed Software/Data Team Leaders, coaching for growth and productivity. Including my own succession planning and organisational design to allow career development on management and IC tracks.
- Successfully delivered all software for the company's experimental products, ensuring high quality and fit-for-purpose functionality.
- Navigated the complexities of remote and hybrid work, strengthening team cohesion and devolving greater autonomy as the business matured.



Software Team Architect, IGS Ltd

Jul 2019 - Oct 2019

- Hired as employee #11 to build the initial software team and establish a culture to handle complex farm management software requirements.
- Designed the software team's structure and contributed to overall company business planning, departmental budgeting, and hiring policies.
- Recruited team of engineers, QA, site reliability engineers, customer support analysts. Created company wide hiring and on boarding procedures to give all candidates a fair and inclusive hiring experience. Worked with agents as well as self managing a recruitment portal to employ full time, contract, and international employees.
- Aided the product management team in defining product requirements and setting early-stage boundaries for both hardware and software.



Head of Software Engineering, Sensyne Health

Jul 2018 - Jul 2019

- Led and managed a team of 20+ software engineers, testers, DevOps engineers, and product owners in the delivery of digital health applications for the NHS.
- Implemented a low trust, high security architecture to ensure data privacy and compliance with regulatory standards. Worked with external audit and penetration teams to validate approaches and ensure compliance with ISO 27001, ISO 13485, ISO 9001, HIPAA and GDPR.
- Oversaw the entire software development lifecycle, from architecture and tooling to integration and deployment.
- Streamlined data and requirements flow by collaborating with data engineering and systems medicine teams to support patient population analysis and drug discovery.
- Contributed hands-on coding to projects while maintaining a focus on improving team processes and quality.



Chief Instructor, Team Rubicon UK

Oct 2017 - Mar 2018

- Led and planned pre- and post-deployment training for over 100 volunteers assisting in the wake of Hurricanes Irma and Maria.
- Developed and delivered induction training packages to hundreds of new volunteers, ensuring they were fully prepared to respond to disaster zones.
- Ensured volunteers were equipped with critical skills to aid in disaster survival and re-establishment of normal routines.



Agile Coach/Engineer, Northface Ventures

Sep 2016 - Jul 2018

- Provided consultancy to engineering departments, transforming them into high-performing, product-driven teams.
- Assessed workflows and processes to identify areas for improvement and eliminate wasteful practices.
- Coached engineers and engineering managers on Agile concepts, including Scrum and Kanban methodologies.
- Implemented modern engineering practices and fostered a collaborative culture to streamline end-to-end product delivery.

WORKPLACE Prod Development Manager, Workplace Systems

Apr 2014 - Aug 2016

- Led and managed a team of 30+ software and QA engineers to deliver the flagship enterprise application.
- Scaled Agile practices across the department, creating five Scrum teams and implementing a dedicated Scrumban team for customer support and performance.
- Initiated and grew a DevOps team, integrating infrastructure with engineering and automating build and deployment processes.
- Architecturally led the upgrade of the product to PHP 7.0 and MySQL 5.6, enabling higher coding standards and accelerating refactoring efforts and improving overall performance.
- Collaborated with international teams in Sydney and Detroit to standardize practices, foster a shared culture, and assist in the adoption of Scrum.

WORKPLACE Software Delivery Manager, Workplace Systems

Mar 2013 - Apr 2014

- Led two Scrum teams as Scrum Master during a company-wide transformation from a services to a product-led organization.
- Developed and led a recruitment program to attract new talent and address a significant talent drain.
- Spearheaded the company's first DevOps initiative by converting manual deployment processes into scripted, automated procedures.
- Led the product's major upgrade to PHP 5.3 and brought a new Zend-based mobile offering to fruition.
- Acted as the senior tech leader during a 3-month CTO vacancy, ensuring business continuity and assisting the CEO with client and employee reassurance.

WORKPLACE PHP Software Engineer, Workplace Systems

Sep 2011 - Mar 2013

- Maintained and enhanced a large, procedural codebase of over 500k lines of PHP and 100k files.
- Reduced technical debt by refactoring code to simplify its structure and prepare it for later object-oriented conversion.
- Consolidated version control and ticketing systems and standardized deployment processes across distributed teams.



Self Employed Web Developer

Mar 2008 - Sep 2011

• Developed custom browser applications and maintained/enhanced complex brand websites for a range of clients, including Oxford Outcomes, smartlogic.com, and shirtworks.co.uk.

- Delivered front-end and back-end solutions, from greenfield projects to the maintenance of established systems.
- Gained experience in client management, requirements gathering, and delivering solutions under contract-based deadlines.



Freelance Assistant Producer/Location Mgr, Film and TV

Mar 2008 - Oct 2011



• Employed in documentary and comedy productions, including for companies like Tiger Aspect and TwoFour.

- Cultivated the ability to rapidly build and manage high-performing teams to ensure high-quality delivery from project inception.
- Experienced fast-paced, contract-based environment, with a strong focus on immediate results and tight deadlines.



British Army Officer, Royal Signals

Aug 1998 - Mar 2008

- **Command & Leadership.** Commanded units of up to 200 soldiers, providing critical communications and IT services in various global locations.
- **Training & Development.** Served as a recruit training instructor for technical apprentices, mentoring personnel and developing technical skills.
- **Technical & Procurement.** Managed a global communications network and procured urgently needed operational equipment for deployments in Bosnia, Kosovo, Iraq, and Afghanistan.
- **Specialized Expertise.** Appointed as the Army's competent authority for Electronic Warfare, overseeing all projects, research, and industry partnerships.
- **Security Clearance.** Held Developed Vetting (DV) security clearance (now lapsed).

Education



Royal Military Academy Sandhurst

Aug 1998 - Jul 1999

- **Qualification.** Commissioned in to Royal Corps of Signals
- **Trained In.** Leadership, Communication Skills, Military Analysis (History), Soldiering



University of Warwick, Dept of Computer Science

Sep 1995 - Jul 1998

- **Qualification.** 2:2 Bachelor of Science with Honours, Computer Science
- **Clubs and Societies.** Warwick Aikido Club, DCS technical group, SU Stage crew



Duke of York's Royal Military School

Sep 1988 - Jul 1995

- **Qualifications.** 4 A-Levels: Maths(B), Chemistry(B), Physics(B), Biology(D), 1 AS-Level: General Studies(D), 11 GCSEs (including English and Maths)
- **Appointments.** Head Boy (Boy RSM), School Prefect and Head of House

Volunteering



REACT Disaster Response

Apr 2020 - Present

As a volunteer with REACT Disaster Response since April 2020, I have played a key role in both domestic and international operations. During the initial COVID-19 pandemic response, I was responsible for establishing and managing the National Volunteer Coordination Centre. In this role, I oversaw the registry of all major volunteer organizations and material donations, ensuring they were directed to local council disaster managers where they were most needed. I also supervised response teams that operated the UK's temporary mortuary system and established back offices for the Nightingale Hospitals. After the initial crisis, I participated in three COVID-19 surge testing operations, delivering door-to-door PCR kits in vulnerable neighborhoods across the West Midlands.



Team Rubicon UK

Apr 2014 - Jun 2020

As a volunteer responder for Team Rubicon UK from April 2014 to June 2020, I leveraged my full range of skills and experience to assist communities in the aftermath of disasters. My work encompassed both on-the-ground deployments and remote operational management. I deployed to the Philippines in response to an earthquake, where I led efforts to rebuild schools and medical facilities for impoverished communities in Cebu City. Later, from our UK-based HQ, I managed and supervised response operations following Hurricanes Irma and Maria, coordinating teams in the British Virgin Islands, Barbados, and Turks and Caicos. My experience extended to overseeing operations in Sri Lanka after Cyclone Mora.

Hobbies and Interests



Adventuring

My passion for adventure and the outdoors has led me to tackle some of the world's most challenging long-distance hiking trails. I've completed approximately 1,400 miles of the Pacific Crest Trail in the United States, from the Mexican border through California and Oregon, and 600 miles of the Te Araroa trail in New Zealand.

These journeys, filled with discovery and adaptation, have further sharpened my resilience and problem-solving skills. My ability to thrive in complex and dynamic situations, navigating both planned and unforeseen challenges, is directly transferable to a professional environment.



Gaming

I am an avid gamer, drawn to the strategic and problem-solving aspects of both tabletop and online cooperative gameplay. This hobby hones my ability to think flexibly and adapt to new rules and environments, while reinforcing the importance of collaboration and a shared purpose.

I also appreciate how a bit of friendly competition can build camaraderie and strengthen team bonds. This interest in shared experiences and trust-building is something I value both in my personal life and in a professional setting, where it can help elevate colleagues to friends and create a more cohesive and productive team.



Astronomy

My fascination with the cosmos began as a child and has continued throughout my life. I have a keen interest in planetary and lunar observation both with the naked eye and with my 8" Newtonian Reflector. I particularly love the majestic bands and moons of Jupiter and the stunning detail of the lunar surface.

This hobby, which has also led me to visit observatories worldwide, including Mauna Kea, Griffiths, Sydney, Reykjavik, Edinburgh and my favourite the UK's own Kielder Observatory, cultivates my natural curiosity and attention to detail.



Cooking

I love to cook, but mostly I love to eat!

I'm an enthusiastic cook, inspired by bold flavours and the beautiful aromas of herbs and spices. I find deep satisfaction in preparing and sharing meals with others, it brings the process to life creating connections and forging bonds. Making my own sausages, curing bacon, and smoking salmon, requires attention to detail, and discipline to produce a high-quality results.

Referees



- **Name.** David Farquhar FRGS
- **Context.** Friend and CEO at Intelligent Growth Solutions, Northface Ventures and Workplace Systems
- **Description.** David has been a serial entrepreneur for over 3 decades, focused on delivering shareholder value, most recently through driving the rapid growth of vertical farm manufacturer Intelligent Growth Solutions, from R&D start-up to global leader.
- **Contact Details.** Available on request.



- **Name.** Dr Vinca Russell
- **Context.** Product Manager and peer at Intelligent Growth Solutions
- **Description.** Vinca is an innovative and highly competent product manager with a background in science, mathematical modelling, and the maritime industry. Happiest when challenged by work, she loves to find out what makes people tick to get the most out of diverse multi-disciplinary teams.
- **Contact Details.** Available on request.



- **Name.** Greg Stevens
- **Context.** Architect and peer at Intelligent Growth Solutions
- **Description.** Greg has been a software engineer for 14 years, creating solutions in medtech and agritech. He is passionate about leading teams that deliver systems that work even when other things are failing.
- **Contact Details.** Available on request.



- **Name.** Dr Steven Hamblin PhD
- **Context.** Friend and CTO at Sensyne Health
- **Description.** Steven is an entrepreneur and C-suite executive that brings to bear his high expertise in Artificial Intelligence and Machine Learning to run, supervise and invest in HealthTech startups and SMEs. His focus is on improved outcomes in clinical settings by de-burdening medics and informing patients using fast and accurate AI to automate analysis and reporting.
- **Contact Details.** Available on request.