

Paul Adams

Engineering Leader | Platform & Mobile Systems | Real Teams. Real Consequences.

Regulated scale · Distributed teams · Zero-downtime delivery

EXECUTIVE SUMMARY

I'm an engineering leader with a deep technical foundation, experienced in building and operating platforms, teams, and systems in regulated fintech, global hospitality SaaS, and complex multi-tenant mobile ecosystems.

My leadership approach was forged in the U.S. Army, where I led mission-critical information systems and technical teams in airborne and Special Forces units with zero-fault tolerance. In those environments, system failure had immediate human and operational consequences. That experience shaped how I approach reliability, risk, and decision-making under pressure.

This document supplements my resume and is written for engineering leaders who want to understand how I think, how I make tradeoffs, and why my teams deliver predictably at scale.

LEADERSHIP OPERATING MODEL

I build organizations that favor durable systems over heroics and leaders over dependency. I remove structural friction so teams can execute with confidence.

Principles That Guide My Work

- Reliability protects revenue and trust
- Architecture is a margin decision
- Velocity comes from foundations, not pressure
- Clarity enables execution
- Trust scales better than control

LEADERSHIP CASE STUDIES

1. Scaling Security & Reliability in Fintech

Software Development Manager — Dayforce Wallet

Context

Real-time earned-wage access platform with 860K+ users and \$7B+ in transaction volume, operating under strict regulatory and fraud-prevention constraints.

Platform Scope

At Dayforce Wallet, I led engineering across a multi-surface fintech platform: native iOS and Android clients, a .NET gateway and domain services exposing partner-facing and internal APIs, and an operational support portal used by Tier 1–3 teams for issue handling and transaction reconciliation. The work emphasized reliability, compliance-driven delivery, and operational controls, backed by CI/CD and security-scanning pipelines tailored for regulated payments.

Key Leadership Decisions

- Paused feature expansion to stabilize platform foundations
- Led cross-functional fraud reduction across Mobile (iOS/Android), Gateway (.NET), and Support Portal (.NET/TypeScript) teams, aligning fraud and risk stakeholders and operations to reduce losses and improve reconciliation workflows
- Executed zero-downtime U.S. banking partner migration
- Strengthened SOC 2 and PCI DSS posture

Measurable Outcomes

- 82% reduction in fraud losses
- 100% uptime during banking migration
- Restored platform confidence and delivery predictability

2. Mobile Platform Integration for a \$9B+ Loyalty Ecosystem

Senior Engineering Manager, Mobile — iSeatz (Amex Travel & Lifestyle Services)

Context

Mobile booking and loyalty capabilities embedded within the American Express ecosystem, with high governance, security, and compliance requirements, and long enterprise procurement and delivery cycles.

Key Leadership Decisions

- Defined mobile architecture aligned to long-range platform strategy
- Embedded mobile engineers directly with Amex stakeholders
- Standardized delivery and UX patterns across channels
- Established a mobile integration contract that decoupled Amex release governance from internal platform iteration, reducing delivery friction across enterprise approval cycles

Measurable Outcomes

- Mobile capabilities delivered inside a \$9B+ transaction platform
- Expanded trust and scope with Amex leadership
- Established a repeatable, predictable delivery model

3. Stabilizing a Global Hospitality SaaS Platform

Software Development Manager, Mobile — Quore

Context

81K+ daily users across 7,300+ hospitality properties worldwide, with declining stability and delivery confidence.

Key Leadership Decisions

- Prioritized architectural debt reduction ahead of roadmap expansion
- Introduced CI/CD automation and modularization
- Invested in developing senior-level engineers

Measurable Outcomes

- 99.98% crash-free rate
- 28% improvement in delivery velocity
- 42% reduction in production defects

TECHNICAL FOUNDATION: PLATFORM ENGINEERING UNDER CHURN (2015–2019)

Before leading enterprise platforms, I built technical judgment through high-volume mobile platform engineering in nonprofit, education, fintech, and enterprise domains, working across white-label platform companies and direct client engagements, often under contract-driven delivery constraints.

This period is often described as “app factory” work. In practice, it was platform engineering under churn, emphasizing reuse, automation, and operational resilience over one-off delivery.

White-Label Mobile Platform Engineering (iOS & Android)

I worked within and helped evolve reusable mobile platform architectures across multiple domains, repeatedly deployed on iOS and Android.

Rather than building individual applications, the work focused on designing systems to support frequent customer onboarding and offboarding, domain-specific variation, and automated release management in subscription environments.

Shared Architectural Characteristics

- Shared application shells with tenant-specific identity, branding, and configuration
- Configuration-driven behavior (features, theming, content, environment) rather than code branching
- Multi-tenant service integration for authentication, notifications, content, and payments
- Release automation as a first-class concern, enabling parallel branded deployments

- Cross-platform parity, implemented independently using native ecosystem primitives rather than cross-platform frameworks

This approach reduced marginal delivery cost while preserving tenant isolation—critical in high-churn SaaS environments.

Representative Platform Families

- Emergency Management & Mass Notification: low-latency alerting cores
- Nonprofit Fintech: PCI-aware mobile payment flows for recurring transactions
- Enterprise Verticals: healthcare, hospitality, utilities, compliance-oriented systems

Scale Indicators

- 200+ branded mobile deployments (2015–2019) delivered from a small number of hardened codebases
- Dozens of concurrent white-label variants maintained through configuration and automation

WHY THIS FOUNDATION STILL MATTERS

I don't lead by nostalgia for hands-on coding. I lead from understanding.

Having built systems under similar constraints, I can quickly assess architectural risk, ask better questions, and make tradeoffs that balance velocity and durability. This credibility enables trust, faster decisions, and healthier teams.

CLOSING PERSPECTIVE

Across military operations, fintech platforms, and global SaaS products, the requirements are consistent. I build engineering organizations that turn complexity into durable advantage through clear leadership, resilient systems, and accountable execution.