

Tom Norton

Engineering Manager

tpjnorton.com | github.com/tpjnorton | [LinkedIn](#)

British Citizen | Lausanne, Switzerland | Open to relocation

PROFESSIONAL SUMMARY

Engineering Manager with 10 years in software engineering and 3+ years leading product engineering teams. Currently manage a 9-person frontend and design organisation at ecoinvent, partnering across a 35-person engineering organisation on technical strategy, delivery and people development. Built the team from 0 to 9 and shipped a B2B product generating €1M in Year 1. Previously led an 8-person distributed engineering team at Plot.ly and built trading applications at Goldman Sachs. Product-minded technical leader with experience scaling teams, building reliable user-facing systems, working across regions and time zones, and operating in regulated financial services.

SKILLS

Leadership: People management and career development, coaching and performance management, technical hiring (15+ end-to-end processes), team building, delivery planning and risk management, distributed and cross-timezone teams, stakeholder management up to executive level

Product & Technical Leadership: Technical strategy and roadmaps, product/engineering collaboration, system and API design, architecture reviews, production quality and reliability, CI/CD, observability, experimentation, delivery trade-offs and developer productivity

Domains: Regulated financial services, B2B SaaS and enterprise platforms, developer tools and data infrastructure, security-sensitive products, scientific data, search and AI-enabled products

Engineering: TypeScript, React, Next.js, React Native, Node.js, Python, C/C++, Kubernetes, Elasticsearch, automated testing, observability, API and system design, AI-assisted development workflows

Languages: English & French (Bilingual)

WORK EXPERIENCE

[ecoinvent](#) / Engineering Manager, Frontend & Design

Feb 2024 - PRESENT, Zurich, Switzerland

Senior Software Engineer & UX Designer, Mar 2023 - Jan 2024

Lead frontend engineering and design within a 35-person engineering organisation, reporting to the CPTO and partnering with backend, infrastructure and product leads on technical strategy, delivery, career development and performance. Directly manage 9 engineers and designers across two functions, running one-to-ones, performance reviews and promotion cases.

- **Hired and scaled team from 0 to 9 engineers and designers in 12 months**, establishing two new functions and running 15+ end-to-end hiring processes
- **Led product teams through different stages of their lifecycle**, including helping form new teams, stepping in as interim team lead, supporting growth, and planning team wind-downs as priorities changed
- **Partner with engineering and product leads across 5 product teams** to coordinate roadmap dependencies, manage delivery risk and unblock releases in a matrix organisation
- **Shipped automated B2B sales funnel generating €1M in Year 1**, owning delivery end-to-end from product strategy through technical architecture to production deployment
- **Architected RAG-based semantic search system** using Elasticsearch and vector embeddings, with A/B testing and LLM-based relevance evaluation to improve production search quality
- **Established engineering ladder and career framework** with peer engineering leads, standardising performance reviews and growth conversations across the engineering organisation

Tech Stack: TypeScript, React, Next.JS, Python

Various Clients / Freelance / Engineering Manager & Technical Lead

Sep 2020 - Mar 2023, Lausanne, Switzerland (Remote)

Led distributed engineering teams for B2B SaaS clients across Europe and North America, combining people leadership, hands-on development, architecture ownership and cross-functional delivery.

Notable clients

Plot.ly (Canada, remote) - Engineering Manager

- Led an 8-person distributed engineering team building the frontend of Dash Enterprise, a real-time Kubernetes-based platform enabling enterprises to deploy and scale data applications
- Owned team delivery, hiring, performance and career development while remaining ~30% hands-on across architecture, implementation and technical problem-solving
- Partnered with product and backend/platform engineering across regions and time zones on application architecture, deployment workflows and complex interactive user experiences

Sublime Security (USA, remote) - Lead Frontend Engineer

- Solo technical lead owning frontend architecture and contractor coordination
- Shipped security product features on rapid iteration cycles
- Drove technical decisions for early-stage product

Goldman Sachs / Technology Associate

Feb 2019 - Aug 2020, London, England

Built production applications for equity-derivatives trading desk operations using React, Electron and Python, working in a regulated, business-critical environment and focusing on user experience, reliability and developer efficiency.

- Built and maintained features for trading applications for the synthetics desk (equity derivatives) using React, Electron, and Python
- Re-engineered legacy internal tooling, improving user experience and trading desk efficiency

Cyberbotics S.a.r.l / Software Engineer

Dec 2016 - Dec 2018, Lausanne, Switzerland

Core team member developing and maintaining Webots, an open-source robotics simulation platform. Full-stack development in HTML/JavaScript/CSS, C, C++, and Python spanning frontend UI, 3D graphics engine, physics simulation, and robot programming interfaces.

- Rebuilt 3D graphics engine from scratch using C++ and OpenGL, adding support for PBR and advanced compositing
- Redesigned and built UI theming system in Qt

CROSS-PLATFORM EXPERIENCE

React Native applications (2019, 2020). Shipped two cross-platform applications to the App Store and Google Play, owning application architecture, state management, platform-specific behaviour and release management across iOS and Android.

EDUCATION

University of Bristol / Master's, Computer Science & Electronics

Oct 2012 - Jun 2016, Bristol, United Kingdom

Magdalen College School / High School Diploma

Oct 2007 - Jun 2012, Oxford, United Kingdom

PERSONAL INTERESTS

Beyond engineering, I write and record music (3M+ streams on Spotify/Apple Music), practice graphic design and illustration, and am a passionate rock climber and cyclist.