

# ROLF RUSSELL, MBA, MSEE, P.ENG.

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Canadian Citizen and US Green Card Holder

## SENIOR ELECTRICAL ENGINEERING LEADER

### Deciphers complex projects, creates the plan to gain engagement, utilizing a combination of technical, business and superior talent management

Persistent, sets and demands high standards and champions a swift execution maximizing limited personnel, technical and financial resources. Sharp, blends a strong business acumen with the ability to rally, inspire and excite the team to accomplish challenging assignments. Creates a stimulating environment where opinions are embraced, drives consensus, collaboration and a team-spirited culture. Transformational leader and innovator, highly competitive, minimizes risk, optimizes performance and brand recognition.

#### Core expertise includes:

|                           |                                   |                           |
|---------------------------|-----------------------------------|---------------------------|
| ▪ Executive Leadership    | ▪ Electrical Engineering          | ▪ Budget / P&L            |
| ▪ Resource Management     | ▪ New Product Introduction – NPI  | ▪ Research & Development  |
| ▪ Operations              | ▪ PLCM                            | ▪ SR&ED / Audit           |
| ▪ Process Improvement     | ▪ Mergers & Acquisitions          | ▪ Product Compliance      |
| ▪ Change Management       | ▪ International Business Protocol | ▪ Product Life Management |
| ▪ Process Control Systems | ▪ Client Services                 | ▪ SDLC                    |

## PROFESSIONAL EXPERIENCE

Chrystal Technologies, Toronto, Ontario

2012 – present

### VICE PRESIDENT - Engineering

- Realigned the dysfunctional and unstructured engineering business unit with an absence of product life cycle and lack of execution with projects consistently delayed.
  - Devised a new accountability and structure, solidifying connectivity with other departments.
  - Re-established product life cycle and system engineering, delivering a notable uplift in staff morale and productivity meeting engineering deadlines within 15% of error,.
- Challenged to revitalize a high profile and urgent project for Videophone Inc., completing a normal 5 month project within 3 months.
  - Set demanding timelines, recruiting an internal team with daily monitoring of results to ensure maximum output and employee engagement, contributing to the project delivered according to mandate in record time.
- Key contributor on the 6-person executive team charged with making all corporate business decisions while holding full accountability for design, development, strategic planning, and new product introduction.

Sansome Inc., (now Smith Inc.), Toronto, Ontario

2006 – 2012

### DIRECTOR - Engineering

- Hired to the start up with a mandate to build the Engineering Department, rapidly growing a team from 4 to 23, authoring control system documentation and introducing the Product Life Management system, with active engagement in project management.
  - Led a team of highly charged and enthused Engineers where roles and expectations were clearly defined with high productivity and morale.

*Sansome Inc., DIRECTOR – Engineering.....continued*

- Utilized networking product development knowledge to propose a new product line to raise the company's profile as the premium supplier of industrial and smart grid communication products.
  - Architected and developed the new MX5000/MX1500 multiservice platforms leading over 50 skilled staff for 2 years.
  - Spearheaded the delivery of the new strategic product lines generating a 1,000% increase in revenue in 4 years from \$10 million to \$100 million.
  - Work and leadership recognized as a key contributor to Smith Inc. acquiring Sansome for \$400 million.
- Acted as the prime point-of-contact with demanding customers and the Product Manager charged with performing due diligence analyzing the technical and financial aspects during a number of successful acquisitions.
- Charged with sourcing a wireless company for an acquisition to complement the existing product line, strengthening Sansome's valuation and market position.
  - Played a key role in the senior level due diligence team after uncovering an opportunity, reviewing a mass of technical and financial data from several companies, picking UK-based FiNetworks for acquisition.
- Navigated through various hurdles to introduce the non-existent Precise Timing Protocol (PTP) as defined in the IEEE1588.
  - Defined the PTP FPGA implementation in the RX1000 router, authoring and publishing a patent for the IEEE1588 protocol implementation.
  - Engaged a skilled team to execute the project setting up the system launched as the first RCM 1588 plug fest in Riyadh, Saudi Arabia.
  - Addition to product offering elevated the customer base allowing for a higher price point over the competitors.
- Directed a project team tasked with introducing the HSR/PRP feature to the RCM product portfolio
  - Selected experts from internal and external resources to successfully implement the feature advancing the competitive edge and a price increase.
- Fortified and retained strong relationships with vendors and development partners across the world leading to new opportunities.

Mojana, San Borodino, California

2003 – 2006

**DIRECTOR – Hardware Engineering**

- Recruited to a highly dysfunctional, disorganized and floundering engineering company facing numerous technical, staffing and operational problems.
  - Rebuilt and realigned the engineering development team into groups: Hardware, Diagnostics, Mechanical, and Compliance.
- Conducted a sweeping evaluation, uncovering and documenting serious technical issues requiring radical action and the hiring of experts.
  - Deployed root cause analysis and deep engineering/technical experience to swiftly realign the process and change the design within 1 week, correcting issues with the Intel FEC chip preventing the company from shipping any products in the prior 4 months.
- Discovered and changed severe cultural and interpersonal issues with the engineering team primarily from Asia with minimum experience in North America.
  - Empowered staff to engage, encouraging open communication, initiated cross-functional training and ignited team spirit leading to a radical culture shift with a notable uplift in harmony, productivity and communications.
- Instituted a product development and released into the manufacturing process, streamlining all facets of the operation.

Filltron Networks, Montgomery, Alabama 2001 – 2003

**HARDWARE DEVELOPMENT MANAGER**

- Served as a primary lead in architecting and designing the OC3-OC48, OC192, GigE Line Cards, 10Gb/s Wire-rate Packet Processing board based on Layer2-4 Network processor, ternary CAMs, DDR, QDR memories and supporting MLPS, Diffserv, POS, Ethernet/ATM protocols.
- Oversaw the design, planning, software integration, and compliance for the start up company later acquired by Tricastle.

Randwade Communications (formerly Fire Systems), Ottawa, Ontario 1997 – 2001

**HARDWARE DEVELOPMENT MANAGER**

- Influential leader, steering the engineering direction drawing upon experience to architect numerous new product/devices contributing to repositioning the company as an investment opportunity attracting DER to acquire the company for \$4.5 billion.
- Generated over \$10 million per annum after completing the architecture design and project, managing the Inverse-Multiplexing over ATM (IMA) network module for the Fire Systems ATM switch ASX200/1000.
- Managed and coached a 9-person team of Design and Test Software Engineers tasked with developing multi-service platforms to support a variety of services and interfaces.
- Interacted with semiconductor vendors across the world to define and implement new features including the Randwade 8260 circuit emulation microcode implementation.

Southern Systems (a Newbridge affiliate), Ottawa, Ontario 1996 – 1997

**SENIOR HARDWARE ENGINEER**

- Developed different transmitters, data links, framing algorithms, CRC's, and scrambler functions designed in FPGA – Altera10K100.

SEITEL Corporation, Ottawa, Ontario 1993 – 1996

**SENIOR HARDWARE ENGINEER**

- Deepened hardware/software engineering knowledge designing many new products including PCI cards with an embedded DSP processor.

Omnitron, Travers, Ontario 1990 – 1993

**HARDWARE ENGINEER**

- Combated scepticism and numerous previous attempts by peers to convert memory based LUT to product terms in one intergraded circuit.
  - Created a non-standard proprietary Boolean optimization algorithm to resolve issues with limited computer resources, generating a 30% reduction in costs to operate the AOL machine.
- Designed pipeline image processing boards, implemented edge detection, template matching and other pipelined image-processing algorithms.

**EDUCATION & PROFESSIONAL DEVELOPMENT**

Queen's University, Kingston, Ontario 2010  
**MASTER OF BUSINESS ADMINISTRATION**

Professional Engineers Ontario (PEO) 1998  
**PROFESSIONAL ENGINEER**

McGill University, Montreal, Quebec 1990  
**MASTER OF SCIENCE – Electrical Engineering** | Graduated With Honours

Completed numerous continuing education and skills upgrading, technical/engineering and leadership courses