Lydia Ash

Professional Experience

2005 - Present   Google

Director, Strategy and Operations, Chief of Staff - 2018 - present
Building the Strategy and Operations team for the portfolio of products in Platforms and Ecosystems including Android, Play, Wear, and Fit. Chief of Staff to Sameer Samat and his leadership team.
Frequently brought in by capitalG (formerly Google Capital) as an expert advisor to consult with their portfolio companies and their executive leadership teams on incentive systems, career ladder structures, and talent development. Some of the companies have included Manbang Group (Full Truck Alliance), Stripe, MapR, Oscar Insurance, and Renaissance Learning. Represented Google, Google's culture, and how we cultivate culture at Executive Summits where Google hosts top partners. Architected an innovative ladder system replacement encompassing incentive structure, performance management, and career development to address problems of velocity, agility, and mobility.

Director, People Strategist, Office of the CEO and People Operations - 2017 - 2018
Working on strategic executive and leadership initiatives across the Office of the CEO and People Operations in service to the business goals and plans.

Director of Application Engineering, Google Works - 2017
Stepped in to the role of product owner setting overall direction for the internal enterprise People Operations products built at Google's headquarters including analytics, benefits, compensation, performance management, HR tools, learning, talent management, and third-party product integrations. During the six-month embedded consulting engagement, used deep engineering and operational expertise to direct changes to engineering processes, technology, and product direction to better deliver to user needs and expectations. Developed a new operating model for the People Operations and Corporate Engineering teams to partner more closely. In collaboration with executive leaders, teams, and stakeholders delivered a new vision and complete resource plan resulting in a reorganization to deliver on 2018 roadmap.

Director of People Operations & Head of HR - Mobile and Play - 2014 - 2017
Managed HR business partner teams for many of Google's key growth businesses including Play, Android, Chromecast, Nexus, Android One, Consumer Hardware, Android Auto, Android Wear, Chrome OS, Brillo, and Weave. Lead some of the largest and most complex organizational redesigns and reorganizations across the company including the formation of the Consumer Hardware organization. Facilitated the shift of the Mobile organization from being a feature-focused organization to being mission-focused. Worked closely with executive leadership teams to ensure our people are best positioned to achieve the business objectives. Developed regular reporting with the goals of enabling leaders to make decisions about the organization and take actions. Worked with specialist teams and People Operations experts to bring insight about the organization, assess the needs, and forecast coming challenges designing and delivering effective interventions. Directed cyclical programs such as performance management, promotion, and compensation while serving day-to-day HR needs.

Team and Organizational Consultant & Sr Manager - 2009 - 2014
Joined Google's Transformation Team consulting internally on organizational effectiveness, facilitating behavior change through incentive structures, alignment with corporate strategy, and overall impact. Worked with teams to assess product development activities across organizations evaluating processes, responsibilities, impact, fragmentation, and gaps, and driving process excellence using data to inform decisions. Facilitated change bringing alignment through new organizational designs.
Joined Google's People Development organization continuing the consulting charter at the leadership level, then managing the team of instructional designers, program managers, and organizational design experts serving the leadership development needs of Google's engineers and engineering teams. Provided consulting services in areas such as mission development, strategy formation, decision-making, negotiation, leading change, and influence. Designed and facilitated innovative training and development experiences addressing complex issues through organizational interventions including immersive experiences that occur in different environments. Consulted to teams functioning in such diverse industries as satellites and data centers to online advertising and

internal tools to patent attorneys and foreign exchange currency traders to massage therapists and professional chefs among many others. Additional areas of expertise in cross-cultural communication, particularly with Japan, China, and the Asia Pacific region.

Engineering Manager - 2005 - 2009
Recruited by Google to build an engineering organization responsible for tools and testing all products in the Seattle/Kirkland sites. Directed a cross-functional team developing, assessing, and improving software. Designed the organizational strategy for significant number of concurrent project deliverables, developed and managed tools and testing teams in multiple additional sites and all products in the Client business unit. Restructured organization to increase impact with constrained resources. Contributed to design of products developing testing and tool strategies appropriate to each product, establishing release criteria, and providing direction using Agile, Scrum, and Lean methodologies for continuous launch cycles. Established metrics for accelerating launches, analyzing defect trends, and monitoring progress.

1999 - 2005　　Microsoft
Lead Software Development Engineer in Test

Technical lead for testing the Outlook Web Access (OWA) product with direct ownership of the key features. Engaged in risk analysis, feature costing, test planning, and feature set decisions. Recruited by the NetDocs Web Access team to develop their testing strategy and manage the tools and test engineers for their enterprise product roadmap. Managed teams through product definition, design, and testing stages. Built the tools and testing teams that owned the most visible areas of the Exchange 2003 release as well as many of the core features. After launching OWA 2003, merged the test engineering team into the Server and Tools Division. Managed two teams of development engineers focused on testing Outlook Web Access 12. Drove architecture reviews and testing for OWA 12.

1998 - 1999　　Endura Corporation
Project Specialist and QA Engineer

Project management specialist for Endura's support team. Improved communications and coordination with other departments, which led to accurate project planning and reduced elapsed issue resolution time by half. Delivered first usability assessment for the core functionality of Advanced Order Management Enterprise suite identifying many workflow redesigns to optimize user interactions. Asked to join the engineering team as a QA engineer. Planned testing, developed test scripts, and executed tests on Endura's suite of applications. Lead test developer on automated regression test suite project.

1995 - 1998　　State University of New York
Academic Specialist and Web Programmer
Complete management of computing resources and personnel for the School of Art + Design. Worked with faculty members to design and develop multimedia courseware.
Team member working with university committee to define, execute, and deliver the university's first website.

Select Publications & Presentations

Author of the book *The Web Testing Companion*
　　This book has been one of the foundation books given to new Google employees and is highly acclaimed in the web development community. It has also been used as a textbook in several university courses.
Designed and carried out field research in partnership with Yale School of Management on goal setting, motivation, and behavior using bio-monitoring that was cited in a recent [Harvard Business Review article](#).
Co-author of the chapter on behavioral economics in the forthcoming textbook *Handbook of Marketing Analytics: Methods and Applications in Marketing Management, Public Policy and Litigation Support*.
Consulting expert for the book *Software Requirement Patterns*
Conference of the Association for Software Testing (CAST) 2007 - *Data Set Analysis*
Grace Hopper Conference 2009 panelist - *Women and the Flat Connected World*
Technology and Education keynote - *Building the Skills for Success*
Conference Chair for GTAC 2008
Women in Leadership Symposium panelist 2008

New York Test Engineering Forum panelist 2007
Conference of the Association for Software Testing (CAST) 2007 - *Data Set Analysis*
QA SIG and CAST 2007 panelist - *Software Testing Exhibition*
Society of Women Engineers 2007 - *Working in the Innovation Factory*
University of Washington 2006 - *Essential Skills for Web Testers*
Pacific Northwest Software Quality Conference (PNSQC) 2006 - *A Peek Inside Google's Innovation Factory*
Google presentation 2006 - *Network Analysis*
Association for Women in Computing 2006 - *AJAX in Action*
Amazon engineering talk 2006 - *5 Ways to Make Your Web Testing More Effective*
Delivered workshops on leadership and management skills including negotiation, communication, work presence across cultural differences, presentation skills, and time management.
Longitudinal Analysis of Cases, Violations, and Citations involving the MBTA Regulations from January 1, 2000 through April 20, 2005 published by the North American Falconers Association
Causes of Mortality in Falconry Raptors published in the 2012 Journal of Washington Falconry
Impact of wild take of raptors for falconry in Washington state published in the 2016 Journal of Washington Falconry
Authored narrative chapter of training and hunting with a passage Cooper's Hawk in the anthology *The Passage Cooper's Hawk and Those Who Fly Them*
Speaker at Raptors on the Prairie conference hosted by the South Plains Wildlife Rehabilitation Center. Presented on the use of raptor mutes as a leading indicator and diagnostic tool of disease and illness.

Education & Certifications

Executive Program in Leadership - Stanford University Graduate School of Business
B. Sc. - State University of New York - Magna cum Laude

The Learning Consortium – Member of the inaugural cohort of Harvard Business School's accelerated program developing strategy, leadership, finance, marketing, and global economics for executives.

Identified as one of the top 100 women in Seattle technology by TechFlash

Society of Human Resources Management (SHRM) Essentials of HR Management
Myers-Briggs Type Indicator (MBTI)
True Colors
Discovery Learning Change Style Indicator
Crucial Conversations
Aperian GlobeSmart
Six Sigma Green Belt
Situational Leadership
StrengthsFinder

Other Activities

2012 - Present   Google Innovation Lab
Participant & Researcher
Exploring the intersection of behavior, decision-making, technology, food, and choice with world-leading experts. Lead researcher on current experiment involving goal setting, motivation, behavior, and bio-monitoring. Currently designing several additional experiments to determine effective means of shaping behavior through the environment.

2009 - 2011   WFA   (non-profit)
Director and Chair of Regulations Committee
Negotiated with the Washington Department of Fish and Wildlife and USF&WS on the development of new regulations and legislation. Wrote draft regulations and legislative proposals with federal and state agencies. Worked with Washington state legislature educating legislators on raptor regulations and developing appropriate legislation for the conservation and responsible use of wildlife.