

Michael Kroes

Remote / Distributed Engineering Leadership

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Profile

Engineering leader with 15+ years building and scaling software engineering organizations, with direct experience leading 100+ engineers across multiple teams in distributed, remote, and nearshore/offshore setups. Combines hands-on technical depth (C#/.NET, distributed systems, performance engineering) with proven results in team development, delivery effectiveness, and engineering culture transformation.

Track record of leading cross-functional and nearshore/offshore teams, recovering struggling engineering initiatives, and establishing pragmatic delivery strategies focused on sustainable, working software. Strong advocate for Agile practices, technical quality, mentoring, and building self-sufficient, accountable teams. 10+ years of self-employment and remote collaboration with distributed, international teams.

Leadership Snapshot

- Leads a value stream of multiple engineering teams plus cross-segment architecture functions, including nearshore collaboration (Thales, current)
- Coached and mentored 100+ engineers across multiple teams in Agile/BDD adoption (Rabobank)
- Consulted to executive leadership on engineering accountability and organizational structure during a delivery recovery (Fooks)
- 10+ years self-employed, working with fully remote, distributed, international teams

Core Leadership Strengths

- Engineering management for cross-functional, distributed, and remote software teams
- Team development, coaching, mentoring, and performance management
- Organizational design, role definition, and engineering process optimization
- Agile/SAFe leadership, delivery management, and continuous improvement
- Stakeholder management and alignment between business and engineering
- Technical leadership, architecture reviews, and engineering standards
- Delivery recovery, team-dynamics consulting, and leadership-structure design

Technical Foundation

Languages: C#, Kotlin, Python, TypeScript, Swift, Dart | Platforms: .NET, ASP.NET Core, Node.js, Flask, Vue.js, Flutter | Data: PostgreSQL, MS SQL Server, MongoDB, SQLite | Tooling: Azure DevOps, TeamCity, Git, Docker, CI/CD

Experience

Software Engineering Manager — Thales (2025 – Present)

Leading a value stream of multiple engineering teams and cross-segment architecture functions delivering mission-critical naval infrastructure software, including hybrid collaboration with nearshore teams.

- Managed and coached multiple engineering teams in a SAFe Agile environment
- Owned engineering processes, people development, and HR lifecycle activities
- Improved alignment between teams, architecture, and delivery objectives across local and distributed teams
- Drove sustainable engineering practices and team-structure improvements

Engineering & Management Consultant — Fooks (2025 – 2026)

Engaged to recover a software initiative that had failed to deliver functional software after an extended period.

- Advised executive leadership on engineering accountability and organizational structure
- Diagnosed disrupted team dynamics and unclear ownership; defined actionable improvement plans
- Facilitated workshops and coached teams on rapidly delivering working software

Senior Software Engineer & Technical Lead — Remco Software (2017 – 2024)

- Led end-to-end design, delivery, and go-to-market of a JetBrains Rider plugin from concept through partnership with JetBrains, including a custom shared-memory IPC channel between .NET and Kotlin (JVM) for real-time UI streaming
- Drove adoption of CI/CD with TeamCity and quality gates; coached retrospectives and Agile best practices
- Extended product support across the modern .NET ecosystem (ASP.NET Core, MAUI, Azure Functions, EF, SQL Server), building automated technology demonstrators and test suites
- Pioneered high-performance, low-allocation cross-process communication and optimized UI responsiveness across WPF, WinForms, and Swing

Agile Coach / Technical Lead / Senior Software Engineer — Rabobank (2008 – 2017)

Progressed from Senior Software Engineer to Lead Senior Software Engineer to Technical Lead & Agile Coach over a nine-year tenure within the bank's risk and engineering organization.

- Coached 100+ engineers across multiple teams in adopting Agile, BDD, and continuous delivery; mentored team leads toward self-sufficiency and significantly reduced release cycle times
- Built risk-calculation and market-risk aggregation engines (ASP.NET MVC, WCF, EF, SQL Server) for enterprise financial reporting
- Championed TDD, continuous delivery, and Agile workflows; mentored junior developers and led code-quality initiatives
- Modernized legacy Delphi/VB systems to .NET and led disaster-recovery testing for high-availability operations
- Initiated and led an internal developer conference for 100+ attendees

Software Developer — Marbel Software (2002 – 2008)

- Delivered data-communication solutions across banking, insurance, and emergency-services clients (Delphi, Clarion, .NET); mentored interns and served as examination judge

Open Source & Volunteer Leadership

- Technical contributor, Type 1 Diabetes Care community (2021–Present): improvements to Nightscout (Node.js), AndroidAPS (Kotlin), and Loop (Swift) for DIY closed-loop insulin delivery; provides ongoing technical guidance to the community. Helping new parents with technology and processing the diagnosis of their child.
- Open-source contributor & former co-maintainer, Mail-in-a-Box (2015–Present): feature development and PR review (Python/Flask, Bash)

Education

Bachelor of Computer Science — Hogeschool van Amsterdam (1997 – 2002)

Additional Information

10+ years self-employed, leading and collaborating with fully remote, distributed, international teams. Fluent in English and Dutch.