

Adam Merry

Senior Engineering Leader | Platform & Foundational Systems and Cross-Functional Execution

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Professional Summary

Senior Engineering Leader with over a decade of experience building and scaling **core platform and foundational systems** at the intersection of engineering, product, and compliance. Expertise in leading complex, **cross-functional initiatives** (e.g., Compliance, MFA, Identity) in ambiguous environments and guiding **key architectural decisions** for scalable product systems managing **\$1.5B+ in annual volume**. Proven ability to elevate **operational excellence** and boost **developer productivity** through agentic workflows and robust system design, relevant to modern AI-native applications.

Experience

Root Inc.

Senior Engineering Manager | September 2024 – Present

- Directly managed Payments and Policyholder Experience systems supporting \$1.5B+ in annual volume and 400k+ policyholders.
- **Drove accelerated execution** of a compliance-critical **Identity and Access Management (MFA)** initiative, delivering all committed OKRs multiple quarters running ahead of schedule and securing multi-million dollar profitability improvements and ~\$180k annualized savings through messaging costs optimization.
- Pioneered and operationalized **agentic workflows** locally then scaled to engineering organization, resulting in a roughly **2.5x sprint velocity, p75 PR merge time improvement of 60%** across multiple teams and scaled agentic experimentation across the organization.
- **Led organizational design and cross-functional execution** across Billing, Payments, and Customer Servicing, demonstrating ability to **step into ambiguity and create structure**.

- Formalized and led company-wide **Operational Excellence initiatives**, overhauling incident management process and building system health and fraud dashboards used by SLT/ELT.
- Scaled organizational capability through extensive talent acquisition and structural design, **hiring dozens of ICs (SE2 to Senior Staff) and EMs**, and strategically splitting teams to maintain focus and efficiency during periods of rapid growth.

Engineering Manager II – Policy, Billing & Servicing | September 2023 – September 2024

- Aligned technical architecture and business roadmaps to deliver compliance-critical launches, optimizing billing and payment performance for retention improvements.
- Scaled team capabilities by **coaching senior ICs into high-leverage technical and organizational leadership roles** (e.g., promoting Senior Engineers to Leads and Staff to Senior Staff).

Dimagi

Engineering Manager | December 2022 – September 2023

- Led a 10-engineer team for a global SaaS platform serving 1M+ users across 130+ countries, owning reliability and incident response.
- Achieved "2-nines" (99.99%) system uptime and reduced infrastructure costs by approximately 30% while scaling operational maturity.

Monterey Bay Aquarium

Manager of Multimedia Engineering | April 2018 – March 2021

- Led engineering for internal and visitor-facing systems used by millions of people annually.
- Owned platform performance, technical direction, and multi-year budgeting/vendor strategies for critical digital exhibits.

Engineer | April 2014 – April 2018

- Progressed from Developer to Senior Software Engineer, contributing to full-stack architecture and technical leadership across multiple visitor platforms.

Education

Claremont McKenna College | Bachelor of Arts (B.A.)

Stevenson School | High School Diploma

