

Scott Galloway

Hands-on Engineering Leader · Principal Engineer · Systems Architect · AI Systems Engineer

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Profile

I build systems and lead the people who build them. Across more than 30 years in software, I have worked as a developer, architect, engineering lead, consultant and Microsoft ASP.NET Program Manager. I am most useful where a problem is unclear, an existing system is under pressure, or a product needs someone who can set direction and still get into the code.

My work spans application architecture, hands-on implementation, performance, delivery, hiring and mentoring. I have worked with startups and large organisations, led distributed engineering teams, and run mostlylucid limited since 2012. C# and .NET are my deepest tools; I also work across Python, JavaScript, TypeScript and other ecosystems when the problem requires it.

I build AI into systems where it earns its place: local inference, semantic search, retrieval-augmented generation, document and data processing, and behavioural inference. I keep source evidence available, measure behaviour, and use deterministic software where it is the better answer.

Capabilities

- Engineering leadership: technical strategy, architecture, product delivery, team building, hiring, mentoring, distributed teams, stakeholder communication and recovery of struggling projects.
- Application engineering: C#, ASP.NET Core, .NET, REST APIs, microservices, event-driven systems, domain boundaries, background services, SignalR, Blazor, WPF and full-stack web development.
- Cloud and operations: Azure, Azure Functions, Azure DevOps, GCP, Docker, Kubernetes, Bicep, infrastructure as code, CI/CD, GitHub Actions, observability, Application Insights, load testing and performance diagnostics.
- AI and retrieval: LLM integration, agent workflows, local inference, ONNX, ML.NET, embeddings, NLP, semantic search, RAG, evidence-backed generation, OpenAI and Azure AI services.
- Data systems: SQL Server, PostgreSQL, SQLite, DuckDB, Cosmos DB, MySQL, OpenSearch, Qdrant, Redis and data integration.
- Web interfaces: JavaScript, TypeScript, HTMX, Alpine.js, React, Vue.js, Tailwind CSS and responsive user interfaces.

Professional experience

mostlylucid limited — Freelance CTO / Technical Consultant / Lead Developer

January 2012–present · Remote

- Provide hands-on architecture, engineering leadership and software delivery across fintech, healthcare, ecommerce, SaaS, government and charitable organisations.
- Modernise legacy systems and design distributed applications around operational constraints, clear domain boundaries, robust APIs and measurable improvements.

- Work across architecture, implementation, infrastructure, testing and support; help stalled products recover and teams establish sustainable delivery practices.
- Deliver AI and data systems using language models, vector embeddings, semantic retrieval and conventional validation, with attention to accountable decisions and source evidence.
- Founded and operated developer training programmes; more than 200 graduates achieved a placement rate above 90%.
- Client assignments have included lead architecture and development for an Asian airline booking system, low-level telemetry research for an insurance platform, distributed-computing research for a UK government project, and technical consulting for eight UK and international charities.
- Publish open-source .NET libraries, CLI tools and detailed engineering articles. The client roles below include overlapping consulting engagements.

Mortgage Automator — AI Development Consultant

January 2026–present · Canada / remote

- Consult on the effective use of coding language models and design and build supporting systems around business requirements.
- Combine hands-on product development with guidance on engineering workflows and the practical constraints of AI-assisted delivery.

ZenChef Ltd / Formitable — Contract Lead Developer

October 2024–present · Remote

- Modernise a large distributed ASP.NET Core application on Azure, including migration to .NET 8, cost reduction, reliability and performance work.
- Work across Cosmos DB, Azure Service Bus, SQL Server, microservices and event-driven processing.
- Implement observability using Application Insights and custom telemetry to guide optimisation and operational decisions.
- Provide technical leadership and rapid support during changes to a complex production platform.

Jane.com / Very Jane Ltd — Contract Senior Backend Developer

April 2024–August 2024 · United States / remote

- Rebuild the backend for the new owners of a major US ecommerce platform using ASP.NET Core 8 and Entity Framework.
- Deliver Stripe Connect and Hyperwallet integrations and customer-facing product-import workflows.
- Establish a new platform with data validation, realistic test data and testing around imperfect customer-supplied data.

Rooikat Investment Limited — Contract Head of Development

May 2023–May 2024 · Remote

- Lead the development team reworking an ERP and process-management application.
- Combine hands-on coding with product architecture, technical direction and development planning.

Seamcor Ltd — Head of Engineering (Contract)

December 2022–April 2024 · Remote

- Lead a team of more than ten developers through the rearchitecture of an enterprise production-management system.
- Change the development process and team structure to support a safe, customer-focused product launch; continue as a technical consultant on architecture and platforms.
- Design deployment options for cloud-native hosting and lower-cost on-premises installations.
- Integrate Docker Compose, PostgreSQL and OpenSearch for customer-specific deployments, reporting and search.

GBG Plc / Loqate — Lead Engineer

August 2022–November 2022 · Remote

- Lead engineering for a global search-as-you-type postal-address platform with responsibility for technologies across the system.
- Architect high-throughput address-search and validation services using .NET microservices and Kubernetes on GCP, alongside Go and React applications.
- Establish k6 testing infrastructure for rapid validation of changes and performance improvements.

WCOM AB — Lead Developer (Contract)

October 2021–May 2022 · Remote

- Develop customer applications using Blazor Server, Azure Functions and SignalR for real-time collaboration.
- Build WPF screen-mirroring and interprocess communication modules for logistics and remote-work scenarios.
- Use Azure DevOps, ARM and Bicep for infrastructure deployment and CI, with .NET, SQL Server and SQLite.

H3Space Ltd — Engineering Lead

June 2021–September 2021 · Remote

- Design the backend cloud architecture for a Unity-based SaaS platform with a React frontend, GraphQL APIs and a backend-for-frontend design on Azure.
- Recruit and lead a globally distributed development team, delivering an MVP within 90 days.
- Turn evolving requirements into an actionable delivery plan and establish the engineering approach around the product.

Huozhi Ltd — Technical Consultant / Development Lead

June 2018–March 2020 · Remote

- Modernise a fintech platform through performance profiling and API scalability improvements.
- Lead a distributed team using Scrum and CI/CD practices to deliver regular releases.

Interactive Reporting Ltd — Lead Developer (Contract)

December 2015–June 2021 · Remote

- Architect and develop reporting products across classic ASP, JavaScript, ASP.NET MVC, WinForms and WPF.

- Build a cross-platform reporting engine with SQL Server, MySQL and SQLite support for enterprise analytics.
- Lead development of a next-generation single-page reporting interface and its backend services.

Independent Consulting — Application Developer / Architect

July 2011–September 2017 · Remote

- Design and implement distributed applications using .NET and Microsoft technologies.
- Work on cloud ecommerce connected to on-premises SAP, with Azure, Redis and SQL Server supporting availability and integration requirements.
- Help startups resolve architectural and operational problems while keeping existing systems online.

Dell — Senior Software Development Lead

January 2011–July 2011 · Glasgow, UK

- Provide technical leadership and mentoring within a multinational development team building Windows deployment and machine-customisation systems for factory and enterprise customers.
- Architect an internal machine-provisioning platform using ASP.NET MVC and SQL Server; reduce setup time by 70%.
- Improve architecture and engineering practices across WCF, MVC and ExtJS, introducing continuous integration and unit testing.

Microsoft Corp. — Program Manager II, ASP.NET

January 2007–October 2009 · Redmond, Washington, USA

- Manage release planning and coordination across the ASP.NET product family, working with ASP.NET MVC during versions 1 and 2.
- Initiate and direct platform features including ClientID functionality and CSS improvements.
- Coordinate cross-functional work across Microsoft divisions and contribute to security infrastructure for Project Server.

Microsoft Ltd. — Application Development Consultant II

June 2005–January 2007 · Reading, UK

- Advise enterprise customers on application design, architecture, development practices, performance and scalability.
- Specialise in ASP.NET and SharePoint, delivering performance and scalability labs for systems ranging from smaller business applications to major enterprise platforms.
- Conduct performance audits and architecture improvement planning for FTSE 100 customers.

Storm ID — Lead Developer

February 2003–June 2005 · Edinburgh, UK

- Join the agency early and help build the development practice, delivering customer-facing websites with ASP.NET, classic ASP and SQL Server.
- Build CMS and ecommerce platforms reused across client sites.

- Design and build a scalable C# bulk-email system using coordinated servers and services to send Scottish Government emails to as many as 500,000 users.

VisitScotland — Technical Architect

February 2002–February 2003 · Scotland, UK

- Lead architecture and migration planning for a large CORBA application moving to J2EE, including training, application development and hardware migration.
- Plan skills development for a classic ASP team moving to .NET and lead the development of ASP.NET applications.

Current independent projects and public work

StyloBot — Behavioural bot detection

Build a real-time bot-detection system using behavioural signals, request history, adaptive learning and vector representations. Work spans ASP.NET Core middleware, gateway and sidecar integrations, dashboards, performance, testing and long-running service behaviour. The system is designed to run within the customer's infrastructure.

[Project articles](#)

StyloAgent and StyloMail — Agent workflows and behavioural inference

Develop and document agent workflows, persistent specialists, decision policies, structured extraction and email-oriented behavioural inference. Explore how evidence, feedback and constrained decisions can make AI-assisted systems more useful and inspectable.

[StyloAgent articles](#) · [StyloMail articles](#)

lucidRESUME — Evidence-backed career records and résumé compilation

Build an open-source research tool that separates a complete career record from the shorter résumé tailored to a particular role. JobML connects claims to evidence; the compiler selects supported career material and produces conventional Word and PDF documents. Related work includes local inference, reusable prose, search and mapping job-form questions to published evidence.

[Source](#) · [How the web compiler works](#)

Document, data and search tools

Build local-first summarisation, profiling, semantic-search and retrieval tools using ONNX, DuckDB, Qdrant, SQLite, PostgreSQL, local models and cloud APIs. Combine parsing and validation with model-assisted steps and retain evidence for inspection.

[Software and libraries](#)

mostlylucid.net — Public engineering lab

Build and operate an open-source ASP.NET Core platform with search, analytics, translation, observability and a deployment pipeline. Develop a Python/PyTorch/FastAPI translation service from EasyNMT, including local inference and model-family fallback. Publish hundreds of technical articles explaining implementation choices, failures, tests and production constraints, alongside reusable NuGet and npm packages.

[Blog](#) · [Website source](#) · [NuGet packages](#)

Education

University of Stirling — BSc (Hons), Psychology · Stirling, Scotland, UK

The study of psychology informs my work on user behaviour, team dynamics and systems making decisions from incomplete signals.

Availability

Open to hands-on engineering leadership, principal-level roles, contract work and consulting. Contact: scott.galloway@gmail.com.