

Mathew Hager

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SUMMARY

Operations leader who has owned business operations, customer success and people ops end to end, and has run the AI adoption problem twice: in a public company's regulated healthcare business and in a seed-stage startup. Took over a stalled manufacturer in between and rebuilt it to roughly 6x throughput. Owned a submarine's information assurance for three years, which is where the judgment about what to automate and what to keep human started. Engineering-trained, nuclear-qualified submarine officer, Lean Six Sigma Green Belt, MBA. Builds the operating system a business runs on, rather than working around a bad one.

EXPERIENCE

Head of Operations and Customer Success — Arda Systems Limited

Dec 2024 – Oct 2026 · Hybrid (Seattle, WA)

- Grew the customer base from 24 to 72 accounts as employee #5, owning business operations, customer success and people ops through pre-seed and a priced seed round.
- Grew spend on the legacy product through the transition, including a top account that quadrupled its spend, then diagnosed the adoption friction that followed a ground-up cloud replatform and built the migration and bulk-fix tooling that covered the gaps.
- Built the support function from zero, implementing Pylon, putting every non-developer on a rotating triage shift, and setting a three-tier escalation path. Chose that instead of hiring dedicated support, so seed-stage capital stayed in product and pipeline.
- Built the company's reporting layer as a Streamlit application on internal APIs and PostHog: executive usage dashboards, plus the daily targeting views CSMs used to decide where to spend time across a low-ACV book with far more accounts than the team could touch evenly; a daily pipeline tied it back to HubSpot so HubSpot stayed the source of truth and the rest of the GTM stack kept working from current data.
- Stood up the AI enablement practice from nothing: a Git repository and training program that brought non-developers to working competence, plus shared skills, memory systems and automated documentation designed to stop separate people burning tokens solving the same problem twice.
- Built WIP Guard, a pull-based knowledge-work system applying Lean work-in-progress limits to cross-functional teams, in Coda and then Linear with custom dashboards; paired it with strategy → milestone → project → task traceability so every task tracked to a stated company goal.
- Wrote the product's custom integrations against Xero, QuickBooks, Shopify, Odoo, Shop Monkey and Repair Shopr, and a Python onboarding script that stood up new contractors and employees in a single pass.
- Owned people ops: hiring program, onboarding, two onsite summits and two remote quarterlies, monthly lunch-and-learns, and delegation and team-dynamics training carried over from Navy instructor work; researched and taught the team OKRs.

Co-owner and Chief Operating Officer — Campworks

Jan 2024 – Mar 2025 · Colorado (remote from Kingston, WA from Dec 2024)

- Bought into a stalled teardrop-trailer manufacturer as a customer whose order never arrived. Zero revenue, one person, an undelivered backlog. Took a controlling stake and the COO seat, and reorganized the business as a corporation to take outside investment and prepare it for sale.
- Cut build time from ~3 months to 4 weeks and doubled parallel capacity to two units, by re-sequencing assembly so heavy multi-person steps ran first and relocating base assembly to a contract facility in Lamar, CO. Roughly a 6x throughput gain. The founder wanted everything built in-house; the contract-manufacturing call is what protected cash flow and made the gain possible.

- Redesigned the kitchen module from ~2 weeks of high-skilled labor to a ~6-hour build by replacing welded construction with fastener-assembled bent metal, fixing unit economics and long-term reliability before shipping any backlog.
- Cut procurement from ~1 day to 1–2 hours per unit by implementing Kanban across subassemblies and purchasing.
- Built CRM, procurement and pricing tools in Coda, wired to live COGS tracking, so unit pricing followed actual cost without manual reconciliation.
- Replaced vendors to cut cost and add marketing value: wheels from a generic supplier to Nomad, solar from Nishadi to Dometic, each with advertising or collaboration terms attached.
- Reached 1–2 units per month with headcount at three, staffing with contractors rather than permanent hires; tried a rack-install change that could not hold tolerance and reverted it.
- Handed control to an incoming investor in Nov 2024 in exchange for capital to build sales. With production fixed, the binding constraint had moved to demand. Ran the handover remotely from the Pacific Northwest to a full exit in Mar 2025.

Manager, CAHPS Data Analyst Team — Qualtrics

Oct 2021 – Feb 2024 · Seattle, WA (hybrid)

- Founded the data-quality analyst team for regulated healthcare programs and grew it from 1 to 5 analysts while coverage went from 16 to roughly 160 CCNs across five survey programs, driven by landing several of the largest US health systems. Those same landings took supported revenue up 10x.
- Automated quarterly CMS submission review in 2021–22, before coding agents existed: data-quality checks in Python, then anomaly detection against prior submissions — on data de-identified per CAHPS before any model saw it, under Qualtrics' enterprise OpenAI agreement. Manual eyes-on review was workable at 16 CCNs and impossible at 160.
- Calibrated trust down rather than assuming it: 50% human spot checks in the first quarter stepping to 10%, weighted toward reporting groups with known data-quality problems rather than sampled uniformly. The model triaged; a person adjudicated every flagged item.
- Declined to automate the final CMS upload after finding the platform returned false submission-success signals on uploads that had actually failed.
- Turned the two analysts who resisted, the team's strongest coders who believed they were faster unaided, by having them run the same task with and without AI and compare their own output. They were applying a production-quality bar to exploratory and patching work. Ran weekly mentorship sessions to build shared practice from there, and set the resulting output level as an explicit expectation.

Senior Technical Consultant and Engagement Manager — Qualtrics

Oct 2019 – Nov 2021 · Seattle, WA (hybrid)

- Built the CAHPS capability the company had already sold: survey administration, CMS-compliant submission, sampling and mode handling, reporting, and security certification. Built it with one junior engineer, from an April start to an October launch and a live regulatory submission the following January. Escalated for a second senior engineer a month before launch when the schedule risk became real.
- Handed the capability off as it outgrew two people: acted as product manager without the title from November, grew the project to five engineers and an engineering manager, then transferred it to a dedicated PM. In Qualtrics' own terms, the capability facilitated over \$10M in directly related revenue growth and opened the regulatory healthcare sector.

United States Navy — Submarine Officer

May 2012 – Aug 2019 · Bangor, WA and San Diego, CA

- Updated and taught the submarine tactics and team-dynamics training program reaching 27 crews, running week-long certification scenarios on PMI project-management methods (Submarine Tactics and Team Dynamics Instructor, Trident Training Facility, Jun 2017 – Aug 2019).

- Ghostwrote for the Commanding Officer as routine practice, drafting most message traffic released in his name across owned duties, one to two a month in port and one a week on deployment, plus the end-of-deployment report delivered to the squadron commodore and senior Navy leadership.
- Mentored nine junior officers through qualification, program management and team leadership.
- Led a 20-person team through the final year of a two-year, \$150M submarine overhaul, delivering two weeks early and \$9M under budget.
- Owned information assurance for the boat for three years as Information Systems Cybersecurity Manager, advising the Commanding Officer directly on cybersecurity policy; certified shipboard systems across three classification levels with external contractors and audit authorities; replaced IT across two classification domains covering 54 workstations and 19 servers; migrated the technical publications database and intranet to SharePoint, cutting redundant publication files by over 75%.
- Oversaw four teams of 5–15 sailors across communications, navigation, IT and a \$30M onboard electrical distribution system as Assistant Operations Officer, USS Alexandria (SSN 757); ran the daily orders program on deployment, deconflicting mission and maintenance requirements into one executable schedule.

Manufacturing Engineer Intern (full-time) — Hamilton Sundstrand Power Systems

Feb 2010 – Feb 2012 · San Diego, CA

- Managed 4 of 24 auxiliary power unit programs and supported two additional high-priority programs, working full time alongside a full-time aerospace engineering course load.
- Led two projects rebuilding APU assembly instructions to support shifting production overseas, and applied Lean and Six Sigma on the manufacturing floor to reduce waste and raise monthly production rate.

PROJECTS

Greater Kingston Chamber of Commerce membership and tourism platform — volunteer

Jul 2026 – Present

- Built and shipped a production membership and tourism platform solo in five weeks, responding to WSDOT's June 2026 traffic overhaul that moved Kingston's ferry queue out of downtown, and replacing the organization's commercial association-management system: Next.js 16, TypeScript, Drizzle and PostgreSQL, Docker on Render, vitest, ESLint boundary rules, Lighthouse CI and GitHub Actions.
- Made and executed the build-versus-buy call against AMS migrations normally measured in quarters. Unpaid volunteer work for a local nonprofit, in soft phased rollout.

The Load Line Method — self-published framework

Sept 2026

- Authored and published a framework at loadlinemethod.com for delegating work to AI agents while holding quality and control: sorting test-verifiable work from judgment-only calls, setting agent authority and evidence requirements before work starts, and measuring sustainable capacity, drawing on submarine safety-system practice and the AI-adoption builds at Qualtrics and Arda.

EDUCATION

- **MBA**, Temple University, Fox School of Business — Sept 2019, GPA 3.89 (completed while serving)
- **BS Aerospace Engineering**, San Diego State University — May 2012
- **Certifications**: Lean Six Sigma Green Belt (Villanova, 2019) · Qualified Nuclear Engineer Officer, US Navy (2016) · Naval Nuclear Power Training, Ballston Spa (2013–2014)

SKILLS

Operations: Lean and Six Sigma, knowledge-work operating systems, supply chain and contract manufacturing, OKR and traceability design

Systems: Coda, Linear, HubSpot, Pylon, Xero, QuickBooks, Streamlit, PostHog

AI: Harness engineering (shared skills, memory systems, tool design), LLM application development, data-quality and anomaly-detection pipelines, human-in-the-loop review calibration, AI enablement programs, Claude Code

Build: Python, TypeScript and Next.js, PostgreSQL, Streamlit, Docker