



Alex J. Couture

Leadership Development Portfolio

A seasoned leadership development expert with a proven history of designing and delivering programs intended to help managers and execs in organizations with complex dynamics. Specializing in fostering executive growth, building robust teams, and navigating ambiguity, drawing upon 30 years of technical and operational experience.

Core Competencies

With 30+ years as an operations leader across numerous industries and technologies, my core areas of expertise include:

- **Leadership & People Development:** Strategically fostering growth and cultivating talent through dedicated mentoring and executive sponsorship of organization-wide development initiatives.
- **Technical Operations & Infrastructure Management:** Supporting enterprise systems infrastructure across various industries (Finance, Real Estate, Display Advertising).
- **Client Consultation & Relationship Management:** Experience in client project assignment mapping, managing relationships between top-tier clients and internal technical areas, and consulting clients on best practices for products and services.
- **Vendor & Financial Operations Management:** Defining, deploying, and managing vendor operations at scale.
- **Training & Content Production:** experience leading teams responsible for training content production and technical platforms.

Leadership Development Roles

As Director of Technical Operations within the Google Ads organization, I direct a team of ~30 technical SMEs and 100+ Vendors in the deployment of the critical infrastructure that powers support for millions of customers. This demanding role transcends typical functional expectations, requiring constant strategic decision-making, adept navigation of ambiguity, effective influence without direct authority, and rigorous prioritization.

A consistent dedication and continuous self-development in these leadership disciplines has established me as a recognized multiplier of talent and a proven leader, resulting in invitations for significant additional org-wide responsibilities:

- Exec Sponsor for gTech Mgr Development Programs (2024-present)
- Exec sponsor for the Global Platforms & Tools Org (2023-25)
- Exec lead for gTech L&D Steerco (2021-23)
- Facilitator for the Google New Manager Flagship Program (2018-2022)
- Mentor & Career Coach (2014-present) - Guiding and developing emerging leaders.

Speaking Engagements

Delivered numerous talks on Leadership in Tech. Notable ones include:

- Leadership in Tech Presentation for University of RI Career Programs (2016, 2018, 2020, 2021) - Illustrating the foundations of leadership in the tech sector
- Learning & Development in Technology, Fireside Chat with Shantanu Sinha, VP Google for Edu (Oct 2018) - Discussing the future of education and leadership in technology.
- Leadership Dev Session, Platforms & Tools Manager Summit (Oct 2022) - Defining a leadership vernacular to unify the organization in a common approach.
- Cognitive Bias in AI for University of RI Business School (Oct 2022) - Exploring the human decision-making pitfalls that can find their way into AI development
- MC for the Global Platforms & Tools Org Leadership Summit (Oct 2023) - Facilitating key discussions on strategic and functional leadership
- Collective Genius Fireside Chat with Ann Hiatt (Oct 2024) - Inspiring integration of leadership tenets into daily execution
- Leadership in Product Mgt Keynote at Stevens Institute of Tech (Apr 2025) - Providing actionable insights for emerging tech leaders

Programs

Strategic leadership and hands-on involvement in key development programs have consistently driven significant growth and improved organizational effectiveness across diverse global teams. These initiatives have provided hundreds of managers and executives with critical skills in areas such as change management, decision-making, and collaborative leadership.

2022 gPTO Manager Dev Summit: Coordinated a session with Neil Alger (*Director of People Dev Exec Development*) on the "5 Leadership Mindtraps" for 150 global managers, fostering a common leadership vernacular and enhancing management effectiveness. Additionally, led a "Win as much as you can" collaboration exercise for 20+ global product team leaders, directly demonstrating the impact of individual inference on collaboration and improving team dynamics.

2023 gPTO Manager Dev Summit: Designed and served as MC for a 3-day summit for 100+ global senior leaders, driving significant development in executing with precision, building robust teams, and navigating ambiguity. This included coordinating leadership sessions with Neil Alger and conducting decision-making case studies, equipping leaders with enhanced strategic capabilities.

2024 gAPT Global Staff Summit: Coordinated session with Ann Hiatt on the core principles of leadership that included a fireside chat focused on realizing her principles and inspiring attendees to integrate key leadership tenets into their every day execution.

2024 gTech Global Manager Summits: As Executive Sponsor for global manager summits across three countries, I oversaw the development of 800+ managers in critical areas like Change Management and Decision Making. Collaborated with Korn Ferry to implement practical frameworks and facilitated keynotes and Q&A sessions with Ann Hiatt, resulting in measurable improvements in managers' ability to lead through change and make effective decisions.