

Courtney Douglas

STRATEGIC PROGRAMS AND PRODUCT SYSTEMS LEADER

Ontario, Canada | 647-462-5185 | court@courtneydouglas.ca
[linkedin.com/in/courtney-douglas-58835828](https://www.linkedin.com/in/courtney-douglas-58835828) | [courtneydouglas.ca](https://www.courtneydouglas.ca)

PROFESSIONAL PROFILE

Strategic program and product systems leader with 15+ years across digital product delivery, innovation programs, operations, and quality assurance, including 11+ years progressing through leadership roles at Hackworks. Builds the systems, cross-functional alignment, and feedback loops that turn ambiguous ideas into reliable programs and useful products. Combines executive-level ownership with hands-on experience in learning ecosystems, product quality, AI-enabled workflows, human-centred discovery, and team enablement.

CORE EXPERTISE

Strategic Program Management | Product Strategy and Roadmaps | Product Operations | Portfolio Planning and Operating Cadence | Cross-Functional Leadership | Systems and Workflow Design | Learning Ecosystems and AI Enablement | Stakeholder Facilitation | User Research and Usability Testing | Agile Delivery and SDLC | UAT, Release Quality, and Continuous Improvement

PROFESSIONAL EXPERIENCE

HACKWORKS | Toronto, Ontario | Apr 2015 - Present

Innovation consultancy delivering multi-stakeholder programs and digital platforms.

Head of Strategic Programs & Product Operations

Jan 2022 - Present

- Built and led Hackworks' multidisciplinary delivery organization across engineering, program delivery, customer success, design, and facilitation, owning hiring, development, performance management, and external partner leadership while partnering with the CEO, Marketing, and Finance on strategy and priorities.
- Directed approximately 75-100 client programs, typically 3-5 concurrently and as many as 10 at peak, owning portfolio planning, roadmaps, resourcing, risk reviews, stakeholder reporting, and delivery decisions.
- Own product budgets and allocate employee and contractor capacity to improve efficiency and profitability; set product vision and priorities for platform and AI-enabled learning offerings.
- Designed and scaled the configurable Hackworks Innovation Challenge Platform, increasing adoption by 30% and supporting more than \$700K in platform-related revenue, including \$250K+ in white-label sales and \$450K+ in service contracts.
- Designed and operationalized the Proposal Generator, supporting 30+ proposals with faster turnaround and better outcome analysis; also introduced human-reviewed GPT workflows for judging and mentorship.
- Led practical AI enablement across internal teams and client programs, training employees and participants and setting guardrails for privacy, accuracy, human review, and responsible use; converted the Hackworks playbook into reusable prompts, decision trees, and knowledge workflows.
- Applied AI to synthesize discovery interviews, workshop notes, feedback, and judging results and to develop facilitator guides, learning materials, program reports, executive summaries, retrospectives, risk analyses, acceptance criteria, test plans, and edge cases.

Director, Program Operations & Client Services

Sep 2019 - Jan 2022

- Led program operations and client delivery across a high-volume portfolio, aligning staffing, budgets, quality, client communication, and delivery expectations.
- Built the Hackworks operating playbook, standardizing program knowledge, templates, delivery standards, and decision paths into a reusable operating model that helped improve delivery speed by 25%.
- Maintained a 95% client-return rate through strong client relationships, clear delivery expectations, and continuous-improvement loops.

Senior Program Manager

Nov 2018 - Sep 2019

- Designed and delivered hackathons, design sprints, and strategy workshops for corporate clients, educational institutions, and community partners.
- Combined qualitative and quantitative evaluation with stakeholder feedback to turn program results into recommendations and improve future engagements.

HACKWORKS (continued)

Program Manager

Apr 2015 - Nov 2018

- Managed multi-stakeholder innovation programs with corporate clients, educational institutions, and cross-functional teams, coordinating goals, timelines, resources, and deliverables.
- Improved program workflows and operating practices to strengthen delivery quality, repeatability, and the handoff from early problem framing to implementation.

XMG STUDIO | Toronto, Ontario | Jun 2010 - Mar 2015

Mobile game studio developing and publishing consumer products for iOS and Android.

Producer

Mar 2013 - Mar 2015

- Coordinated production across engineering, art, QA, and outsourced teams, maintaining project plans, schedules, sprints, milestones, requirements, and game design documentation.
- Managed scope, budgets, tools, licences, and delivery decisions across multiple mobile products and updates.

QA Manager

Nov 2010 - Nov 2014

- Built and refined QA processes, led and mentored the testing team, and coordinated testing, submissions, and marketplace review across a portfolio of iOS and Android titles.
- Used structured playtesting and user feedback to identify defects and usability issues, representing the player perspective throughout development and release.

QA Intern

Jun 2010 - Nov 2010

- Started in manual testing and contributed process improvements through research, documentation, and better organization of QA work.

SELECTED PRODUCTS AND SYSTEMS

Proposal Generator - Designed an internal AI-assisted workflow that turns discovery material into a structured opportunity record, explainable service recommendations, and an editable proposal draft. Deterministic rules and human review protect consequential decisions.

Rapid Innovation Game - Built a structured ideation product that combines a multi-deck prompt engine, controlled randomness, guided submissions, and session data so teams can generate, compare, and revisit ideas.

FIS Innovation Program System - Designed a two-phase program system that connects client problem framing to employee-built solutions, carrying standardized inputs from a client thinkathon into an internal hackathon.

Lift Laugh Log - Designed and launched a privacy-first iPhone workout and nutrition tracker with exercise templates, food logging, progress views, and iCloud and CloudKit synchronization without advertising or behavioural tracking.

Current Products in Development - Building Women's Sports Agent, a personalized sports-discovery and onboarding experience, and Animal Sweeper, a systems-driven deduction game designed around inferable, no-guess play.

COMMUNITY LEADERSHIP

AUTISM ONTARIO

Senior Technology Consultant, Volunteer

2017 - 2022

- Reviewed systems and operational processes, recommended technology improvements, and advised on tools intended to improve efficiency and organizational impact.

EDUCATION AND PROFESSIONAL DEVELOPMENT

University of Toronto School of Continuing Studies | Business Management Coursework | 2020 - 2022

Completed six courses: Business Strategy, Management Information Systems, Quantitative Methods for Business Management, Human Resources Management, Understanding Financial Statements, and Business Management.

University of Waterloo, Professional Development | Project Management Coursework | 2014

Project Management Fundamentals and Project Management Applications (48 training hours).

triOS College | Diploma, Video Game Design & Development | 2009 - 2010