Matt Sumner

Director of Engineering

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SUMMARY

Engineering leader with 15 years in software, 11 of them writing production code day to day. For nearly four of those years I led teams while still coding, first as Development Director of thoughtbot's Boston studio and then as an Engineering Lead at HubSpot. I still ship the occasional change myself. I build diverse, highly engaged teams, and they deliver. I led an org of about 50 engineers, and we took HubSpot's AI agent from an early experiment resolving about 20% of conversations to 72%, across more than 10,000 businesses. I partner closely with product and design to turn new technology into products customers trust, and through re-orgs, a product pivot and rapid AI change, the org kept an eNPS among the highest at HubSpot.

Expertise: Engineering leadership · Org design and team building · Developing leaders · Performance management · Product and technical strategy · Cross-functional partnership · AI product development · Change management

EXPERIENCE

HubSpot · Cambridge, MA · Apr 2020 – Oct 2026

Director of Engineering, Customer Agent · Mar 2026 – Oct 2026
Senior Engineering Manager, Customer Agent & Communication · Jun 2022 – Mar 2026

- **Took Customer Agent from a hackathon project to HubSpot's leading AI product.** Stood up its first team in 2023 to ship an AI chatbot for INBOUND, then led the engineering org as Customer Agent went from resolving about 20% of conversations at launch to 72% with no human involved, across more than 10,000 businesses and millions of conversations a month. It accounted for 53% of HubSpot's AI credit consumption (Q1 2026).
- **Owned the definition of a billable "resolution."** As DRI for Customer Agent's move to resolution-based pricing, aligned engineering, product and finance on an auditable definition of a billable resolution, and presented it to the SOX steering committee.
- **Kept engagement and retention high through constant change.** eNPS stayed among the highest at HubSpot (2nd-highest company-wide in 2023) through multiple re-orgs, a strategic pivot and a company-wide quality push. In 2024 the org grew from about 30 to 50 engineers with only 3 departures.
- **Scaled and reshaped the org deliberately.** Grew the product group from about 30 to 50 engineers, refocused it to about 30 around Customer Agent, then rebuilt to about 40 engineers in mission-based teams with clear ownership and metrics.
- **Built a diverse org on purpose.** Reached a ~50/50 gender split through intentional hiring, and partnered with recruiting to build diverse candidate slates before hiring decisions.
- **Grew leaders from within.** Sponsored 7 promotions in 2025 (including Staff → Staff Tech Lead and Tech Lead → Engineering Lead) and coached four leads into Engineering Manager roles in 2026. By the end, the group was largely run by leaders I had developed. It ran on its own through my 4-week sabbatical.
- **Became a magnet for talent.** Many engineers name me as the reason they joined HubSpot. Filled critical roles through internal transfers, and people who already knew HubSpot ramped up faster.
- **Held a high bar with care.** Addressed underperformance directly through PIPs and exits. Spun down a legacy product team and moved its engineers to high-growth AI work, keeping attrition low.
- **Led with radical transparency.** Wrote bi-weekly "Reflections" posts (2023–2026) and ran quarterly kickoffs and AMAs. Transparency was my top-rated value in upward feedback.
- **Set technical and product direction.** Partnered with Product and Design to set strategy together. Wrote the Customer Agent Platform vision, which Sales Hub adopted as a dependency.
- **Kept shipping code.** Still shipped the occasional change to production as a manager and Director, and in 2026 re-embedded as an IC on the Customer Agent Quality team for 3 weeks, shipping production code with AI-assisted development and sharing what I learned with the org.

- **Bet early on AI.** Ran product-group hackathons that led to a series of AI-assist features. Delivered 7 launches for HubSpot's 2024 Spring Spotlight, including the AI chatbot, WhatsApp in Help Desk, a Live Chat mobile SDK (built with an external partner) and Reply Recommendations.

Engineering Lead, Conversations (Live Chat & Self Service) · Apr 2020 – Jun 2022

- **Player-coach: wrote and shipped production code as a core part of the role** while leading up to four teams and acting as Tech Lead on one. Introduced TypeScript, a Rollup build and integration tests to Customer Portal.
- **Turned around a Live Chat team in "code red"** (missed deadlines, conflicting priorities, three leadership changes at once) by cutting scope into milestones that could ship in weeks. Team health and trust recovered.
- **Led the year-long, cross-group build of the Customer Portal.** It was the top-requested feature on HubSpot's Ideas Forum (300+ upvotes). It went to beta at INBOUND 2021 and to general availability in the 2022 Service Hub relaunch.
- Started monthly Engineering Lead cohorts across HubSpot and drove TypeScript adoption, contributing code to it. Sponsored a Hack Diversity intern through a co-op to a full-time hire.

thoughtbot · Boston, MA · Jun 2014 – Apr 2020

Development Director, Boston Studio · Oct 2018 – Apr 2020

- Led the growth and mentoring of a ~30-person studio while staying hands-on as an engineer on client projects. Owned hiring, the studio's reputation in Boston, and winning new client work, together with global leadership.
- Advised and built for client teams including Indigo AG, Adobe, and Berklee College of Music.

Developer (from Apprentice) · Jun 2014 – Sep 2018

- Built client products in Rails, Ember, React and Scala using test-driven development (TDD) and pair programming. Wrote 10+ posts for thoughtbot's engineering blog.

The Beech Group · Phoenix, AZ · Feb 2011 – Jun 2014

Full Stack Developer. Built and maintained the Rails application that ran a medical-transportation business.

SPEAKING

- "AI Applied to Revenue," 45-minute talk, Inbound Marketing Summit 2026, Medellín, Colombia. Afterwards I met privately with customers about deploying AI agents.
- HubSpot EPIC Week speaker every year, 2020–2025. Talks included "Building Psychological Safety" (later used in HubSpot new-hire onboarding), "We Write Code for Humans," "The Power of Telling People What You Want," and "Iterative Development: Working Out What to Do Next."

WHAT MY TEAMS SAY

> "Deeply empathetic and highly effective, and he never treated those as a tradeoff." *Lynnsey Martin, Tech Lead, HubSpot (direct report)*

> "The manager who truly launched my career." *Paul Leninger, Founder & CTO, Cradle (former direct report)*

EDUCATION

MPhys, Theoretical Physics, Durham University, UK

ADDITIONAL

Professional coach for technical managers and working parents (Plucky, 2021; independent, 2022–2024)