

WAYNE KIRK SCHMIDT

wayne.kirk.schmidt@gmail.com · waynekirkschmidt.me · changeis.io · Global (Boston, MA · Tokyo, Japan)



OVERVIEW

I am a Principal Technologist with 30+ years building platforms that stand the test of change.

I operate at the intersection of DevOps, ML/AI, and Security as one integrated system, moving fluidly between architecture, engineering, and advisory at any scale.

My goal is consistent: when the work is done, the client owns it, and can operate it, extend it, govern it, and grow it.

PROGRESSION

My career began in Boston, where early roles at GTE Internetworking, Wildfire Communications, Pencom, and Salomon Brothers built deep foundations in networking, distributed systems, and enterprise infrastructure.

A decade at Morgan Stanley across New York and Tokyo strengthened my experience in global institutional finance, leading security engineering, and infrastructure architecture across 80+ trading locations. Executive roles at Nomura Securities followed, managing a \$107M market data portfolio across 7 APAC markets with a 30-person team and 15 global vendors.

Since 2013, I run ChangeIS, serving 60+ clients across 6 industries and 4 regions. The geography is not incidental. Boston to Tokyo and back is the point: I understand US and Japanese corporate culture with equal fluency and have delivered in both.

RESULTS

I have built and patented five zero-to-one platforms across security, finance, and operations. Production Perimeter, a self-learning ML security enforcement system across 80+ trading locations, was acquired by Illumio.

NXT RAW set the Tokyo market data performance benchmark, generating \$14M+ in revenue at Nomura. ARK managed dependency and deployment across 60,000+ hosts at Morgan Stanley, cutting risk by 97% and accelerating releases by 17 times.

BEACON reduced threat detection time by 97% across endpoint fleets at Tanium. MORPHOS/9STACK is the most recent work: a distributed reasoning-based AI orchestration framework for private, adaptive, edge deployment with bounded ethics at its core.

Across 90+ engagements, I have delivered conservatively \$300M+ in measurable impact.

APPROACH

My approach to engagements follows a consistent pattern: Triage, Stabilize, Fix, Recover, Prevent. My advice is start where the client is, not where anyone wishes they were. Most importantly, I collaborate with clients as a team. Thus, we succeed as a team.

I first contain risk before I solve problems, solve problems before I build for the future. We build for a future the client can sustain by themselves. This is not a consulting methodology; it is my philosophy made practical.

The measure of valuable work is not what gets delivered. It is what is left behind: systems that are understood, teams that are capable, organizations empowered to grow what was built, adapt it as they evolve, and pass it forward.

That thread runs from my earliest work in Boston to my most recent efforts. When we are done, you own it. That ensures success and has ensured repeat engagements.

I bring the same focus and depth to a startup building its first production platform as to an enterprise modernizing at scale. ChangeIS continues to serve clients globally across APAC and EMEA.

CURRENT

I am returning to Boston, and I am available to contribute to roles such as Principal Technologist, Principal Architect, Head of Platform, Head of DevOps and AI, and Fractional CTO engagements.