LARRY TESLER

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professional experience

Board director for a FTSE 250 company, vp in three Fortune 500 corporations, president of two small software firms. 32 years building and managing teams of software and hardware engineers, designers, researchers, scientists, product managers and marketers to deliver innovative customer-centered products.

2009-present   **Larry Tesler, Consultant** Portola Valley, CA
   User experience management/research/design/programming for desktop/web/mobile/TV/print.

2013-2015   **MINE, Inc.** San Francisco, CA
          chief experience officer
   Executive team member. Advisor to the portfolio companies with a focus on user experience design, research and management.

2008-2009   **23andMe, Inc.** Mountain View, CA
          product fellow
   Internal consultant on user experience and innovation for a direct-to-consumer genetic testing startup.

2005-2008   **Yahoo! Inc.** Sunnyvale, CA
          vp, user experience and design
   Managed teams of 10 to 200+. Coordinated user experience activities worldwide. Decentralized the U.S. design organization, resulting in more tightly knit product teams. Created a centralized design flex force to provide short-term assistance to product groups. Concurrently served as a Research Fellow, contributing to user experience innovations and patent applications.

2001-2005   **Amazon.com** Seattle, WA
          vp, shopping experience
   Created the usability group. Managed data mining (mainly A-B testing), market research and usability as a single organization that provided customer insights more cheaply and effectively. Managed various engineering teams and the data warehouse. Contributed to patent filings.

1997-2001   **Stagecast Software, Inc.** Redwood City, CA
          co-founder & president
   Co-founded an education software startup. Raised angel and venture capital. Shipped two versions of an award-winning product aimed at ages 7-12 and popular in computer camps and computer labs.

1980-1997   **Apple, Inc.** Cupertino, California
          vp & chief scientist
   Built and managed teams of up to 200 technologists and designers that contributed to such innovative products as Lisa, Macintosh, Color QuickDraw, QuickTime, AppleScript, HyperCard and Newton.
   - Managed user interface design and software engineering for the Lisa application API and office suite. Personally conducted usability studies during the formative first year of the project.
   - Led development of the first commercial object-oriented frameworks, Lisa ToolKit and MacApp.
   - Grew an advanced development team from 30 to 200 in Cupertino and Los Angeles, CA, Cambridge, MA and Columbia, MD.
   - Expanded Apple R&D into new areas such as animation, 3-D graphics, speech synthesis, massively parallel systems, distributed computing and scientific visualization.
   - Championed the spinout of Advanced RISC Machines (ARM) from Acorn plc and served on ARM's board for 13 years. Apple's investment of under $5 million resulted in a gain of over $800 million.

1973-1980   **Xerox Corporation Palo Alto Research Center (PARC)**
          member of the research staff
   Conceived, implemented and usability-tested the following GUI (graphical user interface) and IDE (integrated development environment) capabilities that have become standards in the industry:
   - insert or overwrite text without entering a mode by simply clicking or dragging and then typing;
   - move or copy text without entering a mode using cut/copy and paste;
   - type or paste *find & replace* text into a form that can be edited before and after searching;
   - browse source code and inspect run-time state by clicking menus in paned windows.

1968-1973   **Stanford University Artificial Intelligence Laboratory (SAIL)**
research assistant
Participated in original research in artificial intelligence, cognitive modeling, natural language representation and symbolic programming languages.
Designed and implemented PUB, the most powerful and scriptable markup language of its time.

4/68-7/68   **Systems Concepts** Santa Monica, CA
software engineer
Designed and implemented the first version of the SDS Sigma 7 macro assembler.

1963-1968   **Information Processing Corporation** Palo Alto, CA
founder and president
Developed software for hire. Managed up to four employees.

1962-1964   **Stanford University** Departments of Genetics and Computer Science
programmer
Developed batch and interactive software for biochemical research.
Developing the output formatter for SUBALGOL, a dialect of ALGOL-60.

corporate boards

1990-1997   **ARM (Advanced RISC Machines) Holdings, ltd** Cambridge, England (co-founder)

1998-2004   **ARM Holdings plc** Cambridge, England
On behalf of Apple, negotiated the spinout of the ARM microprocessor development team from Acorn Computers plc. Recruited the first ARM CEO, Robin Saxby. As a board member for 13 years, advised Saxby, his successor, Warren East and other executives. ARM has become the world's leading microprocessor intellectual property design and licensing company.

1997-2010   **Stagecast Software, Inc.** Burlingame, CA (co-founder)
After downsizing the company and resigning as president in 2001, remained board chair for ten years.

honors

2011 **SIGCHI Lifetime Practice Award**

2010 **SIGCHI Academy**

2009 **John McCarthy Award for Excellence in Research and Research Environments**

patents

Issued:

USPTO #5390281, #5477447, #5621903, #5644735, #6236396 (various Newton-related innovations) for Apple

USPTO #7325045 ("Error processing methods for providing responsive content to a user when a page load error occurs") for A9.com

USPTO #7392510 ("System for tracking and providing access to information about server components invoked during the dynamic generation of web pages") for Amazon

USPTO #7467349 and #7890850 ("Method and system for displaying a hyperlink at multiple levels of prominence based on user interaction") for Amazon

USPTO #7752077 ("Method and system for automated comparison of items") for Amazon

USPTO #8001056 ("Progressive capture of prospect information for user profiles") for Yahoo!

USPTO #8010996 ("Authentication seal for online applications") for Yahoo!

USPTO #8225195 ("Displaying links at varying levels of prominence to reveal emergent paths based on user interaction") for Amazon

USPTO #8438084 ("Method and system for inventory verification") for Amazon

Published:

20090157442 ("System and method for improving the performance of digital advertisements") for Yahoo!

20100082658 ("Systems and methods for surfacing contextually relevant information ") for Yahoo!

20100250578 ("System and method for conducting a profile-based search") for Yahoo!

education

1965   **Stanford University** Bachelor of Science, Mathematics (Computer Science Division coursework)

memberships

Association for Computing Machinery
  Special Interest Group on Computer-Human Interaction(SIGCHI)
IEEE Computer Society

selected publications

"Multiple Skills — The Ultimate UX Career Expander", *User Experience* 13.1 (April 2013), pp. 14-16.
  An invited article for the special issue on UX careers.

"A Personal History of Modeless Text Editing and Cut/Copy-Paste", *Interactions* 19:4 (July 2012), pp. 70-75.
  An invited article based on my CHI 2011 award talk.

"Networked Computing in the 1990's", *Scientific American special issue on Communications, Computers, and Networks* (Sep. 1991), pp. 86-93.
  An invited speculation on trends in networked computing.

"Interactive Image Analysis of Borehole Televiewer Data" (with C.A. Barton and M.D. Zoback), in the *Proc. of the Symposium on the Application of Geophysics to Engineering and Environmental Problems*, Knoxville, TN. (Mar. 1991), pp. 211-232.
  Scientific visualization software implemented during a sabbatical leave from Apple. It included an innovative user interface, now standard in geophysical software, for interactive tracing of an indistinct sinusoidal feature in a borehole image.

"Object-Oriented Languages: Programming Experiences", *Byte* 11:8 (Aug. 1986), pp. 195-206.
  Lessons on methodology gleaned from interviews with neophytes.

"Programming Languages", Scientific American 251 (Sep. 1984), pp. 70–78.
  An invited introductory article illustrating the diversity of programming languages.

"The Smalltalk-80 compiler" in *Smalltalk-80: The Language and its Implementation*, Goldberg & Robson, Addison-Wesley (1983).

"Enlisting user help in software design" in *SIGCHI Bulletin* 14:3 (Jan. 1983). Originally presented at *ACM 82* during a panel, "People-Oriented Systems, Revisited" (Lorraine Borman, moderator).
  An early tract describing what we now call low-cost talk-aloud usability testing.

"The Smalltalk Environment", *Byte* 6 (Aug. 1981), pp. 90–147.
  A frequently cited article about browsing and the modeless user interface.

"Personal computing: problems of the 80's" (with Portia Isaacson, Robert Gammill, Richard Heiser, Adam Osborne, and Jim Warren) in *Proc. of the Oregon Report on Computing in the 1980s* (Mar. 1978); *Computer* 11 (Sep. 1978), pp. 86–96; *ACM SIGPC Notes*, 1:3 (Sep. 1978), pp. 46-55.
  A surprisingly prescient report.

"A directed graph representation for computer simulation of belief systems" (with Horace Enea and Ken Colby), *Mathematical Biosciences* 2 (Feb. 1968), pp. 19–40.
  An early proposal for a semantic network representation of knowledge.

Additional papers and articles are listed at http://j.mp/Zd4uTK.

non-profit boards

2000-2013   The Gorilla Foundation Woodside, CA

1991-1994   Computer Science & Telecommunications Board Washington, DC

1976-1978   Peninsula School Menlo Park, CA

adages and coinages

Tesler's Law of Conservation of Complexity (ca. 1984). *Every application has an inherent amount of irreducible complexity. The only question is: Who will have to deal with it—the user, the application developer, or the platform developer?* For details, see the Complexity Law page.

The word *browser* to mean a point-and-click information navigation window. The first known window to bear that name was the multi-paned Smalltalk Browser (1976) that I conceived, named and implemented to navigate through a source code class hierarchy.