Lucas R. Haines

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Product & People Leader · Enterprise AI & Microsoft 365 Copilot · Agentic UX

Product leader with an engineering foundation and 20 years at Microsoft. First PM assigned to the initiative that became Microsoft 365 Copilot (Business Chat). Partnered with research, engineering and leadership from concept and spec in December 2022 to public announcement in March 2023, and from idea to revenue in nine months. Now Principal PM Manager for Copilot's Shell & Input experiences, leading 6 direct reports. Builds with AI agents personally: designed, built and rolled out an agentic product-development workflow to three PM teams, linking customer evidence to specs, prototypes, reviews and experiment plans. Patent holder in expression-based animation. Co-founder and President of Volition Brewing Co.

CORE STRENGTHS

Enterprise AI product strategy · 0→1 product creation · Copilot and agent UX (navigation, session history, prompt input, grounding) · Agentic development workflows · PM management and coaching · Cross-org delivery · Customer research and experimentation · Accessibility, privacy and security readiness · Interaction platforms, rendering and animation · Design systems (Fluent) · Founder and P&L operations

Tools: Claude Code, GitHub Copilot, Codex, Figma, and custom tooling built as needed with web technologies

EXPERIENCE

Microsoft, Redmond, WA — 2006–present (contractor through Volt, 2006–07; full-time from 2007)

Principal PM Manager, Copilot Experiences (Shell & Input) — Jul 2024–present

- Lead product and people for Copilot Chat's Shell & Input: session history, conversation navigation, prompt input, grounding and adaptive UX. Have 6 direct reports.
- Grew the team from 3 PMs in 2024 to 6. Set product vision, backlog priorities and cross-team ownership with design and engineering, and represent delivery status and tradeoffs to leadership.
- Wrote team agreements that other teams adopted as models. Started team retrospectives, visible backlogs and listening sessions, and mentor newer PMs.
- Conceived, designed and built an agentic product-management workflow, then rolled it out to 6 direct reports and two peer PM teams. PMs set the customer problem, UX direction, priorities and decisions, and specialized AI agents produce specs, interactive prototypes, structured reviews, experiment plans and roadmap updates. Versioned artifacts and automated completeness checks keep the work connected and reviewable. Cut the time from problem statement to reviewed spec and interactive prototype from days or weeks to hours or days, giving design clearer direction and engineering and leadership clearer decisions earlier.
- Since launch, have led the team's UI/UX feature development with Design and Engineering as Microsoft 365 Copilot grew to 30M+ paid seats, with weekly engagement on par with Outlook and Teams (Microsoft FY26 Q4 earnings, Jul 2026).

Principal Product Manager, Microsoft 365 Copilot (Business Chat) — Dec 2022–Jul 2024

- First PM assigned to the initiative that became Microsoft 365 Copilot. Took it from concept and spec (Dec 2022) through prototyping and preview delivery to its public announcement (Mar 16, 2023), and from idea to revenue in nine months.
- After launch, led UI/UX for Copilot's Core UX: the app shell, navigation, session history, input and grounding. Led the work with a group of peer PMs in partnership with Design and Engineering; that group later became my direct reports.
- Shipped navigation-pane improvements that turned customer research into design changes and a phased roadmap. Defined session-history search requirements across search, service and client teams, which led to an engineering proof of concept.
- Built customer feedback into release quality through user research, support on-call, bug bashes and daily triage. Took Core UX features through accessibility, privacy and security review.

Senior Program Manager, Microsoft Search + Assistant — Jul 2021–2022

- Created a proactive-intelligence framework connecting user intent, enterprise data and context signals to assistance scenarios across Microsoft 365.

- Co-led email-overload experiments with the Email Triage and Assistant teams, aligning engineering, design and applied science on inbox hypotheses and a web-based test platform.
- Ran an internal AI/ML experimentation portal through testing to approval for broad internal distribution.

Core UX PM, Azure IoT Central (Interim Core UX PM Lead, May–Sep 2020) Apr 2020–Jul 2021

- Shaped the solution-builder strategy, turning customer and developer needs into investment themes for integrated tooling, in-app learning and extensibility.
- Served as product lead for organization and device-scope work, aligning design, engineering and partner teams on scope, capacity and phased delivery.

Program Manager → Senior Program Manager, Windows UX & Platform 2012–Apr 2020

- **Windows 10 animation:** Defined the animation platform from competitive analysis and customer research, then managed a team of 5 to build it. Named inventor on U.S. Patent 10,466,974, "Independent expression animations," which covers expressions that animate UI on a separate composition thread at frame rate, without per-frame calls from the app.
- **Windows Phone:** Led the move of Back, Start and the other navigation controls from hardware buttons to on-screen controls with haptic feedback, backward-compatible with every existing app. Cut bill of materials by about $0.50 per device, millions saved across devices, and opened lower price tiers for OEMs. Also won approval for and shipped Miracast and USB screen sharing and personalized Start-screen photos.
- **Windows Design Studio & Developer Experience:** Helped create the Fluent Design System through advanced prototyping and the evolution of Windows' look and feel, and launched it at Microsoft Build. Then moved into developer experience, helping developers build rich, cinematic apps and bring Fluent to their apps and the Windows shell.

Senior Program Manager, Microsoft Advertising 2011–2012

- Built pitch content and technical demos with design and sales for Fortune 500 brands, and managed engineering resources for custom ad experiences.

Program Manager II, MSN 2008–Jul 2011

- Defined vision and scenarios for the next-generation MSN portal's algorithmic content and search discovery.
- On MSN Global Homepages, led a team of 15 growing adoption across Europe, the Middle East and Africa, with large-scale redesigns validated by A/B experimentation.

Software Engineer, MSN / Live Search 2006–2008

- Automated bug-fix release and verification across production sites in 54 markets, and led 2 contractors who built the test harness.

Volition Brewing Co., North Bend, WA · Co-founder & President Aug 2019–present

- Co-founded a 7-barrel brewery and all-ages taproom with three partners after a 9-month rebuild of a historic downtown building. Four-time Best of 425 winner (2022, 2023, 2025, 2026). Set strategy as co-founder; a 4-person leadership team runs daily operations with a staff of 14.
- Built the business's software with AI coding agents: the taproom menu display, a management dashboard and the league portal at volitionpinball.com.
- Founded and run the Volition Pinball League (40 players, six teams) as commissioner. Directed AI coding agents to build its full league platform in a few weeks of total time, cutting the work of running the league from days to hours.

Civic leadership

- President, Board of Directors, North Bend Downtown Foundation · 2021–2023
- Board member, Sno Valley Chamber of Commerce · 2023–present

Earlier

- **Xoasis Networks**, Developer & Technical Lead · 2002–2004. Built a custom billing, rebate and asset-tracking system for container shipping in PHP, ASP.NET and SQL, working directly with the client on requirements.

EDUCATION & RECOGNITION

- **Patent:** Independent Expression Animations, U.S. Patent 10,466,974
- Bellevue College (then Bellevue Community College) · 2000–2002 · Two-year degree, general education (transfer track)
- Special stock awards for performance on multiple occasions; special recognition awards for collaboration and business strategy on Windows Phone and Microsoft 365 Copilot