### **About myself (Final)**

I have more than 25 years’ experience on Software Development with different technology stacks, and worked on different industries such as Games, Financial Services, Retailer, and Healthcare industries.

I have been working at Cotiviti for more than 10 years now. **Cotiviti is a Healthcare Analytics company, whose primary customers are health insurance companies, also retailers, commercials, healthcare providers/payers.**

I am a combination of a technical and people management. I’m leading & managing engineering teams onshore and offshore, and responsible for career development activities such as recruiting interviewing, onboarding, mentoring, coaching, one-on-ones and performance reviewing. Also, I am responsible for analyzing client needs and turning those needs into project specifications.

* 10+ years’ experience leading software development teams with a distinguished track record of delivering technically demanding projects for internal & public consumption.
* 10+ years’ experience as a people manager and scrum master of many large, fast-paced, and dynamic engineering teams.
* 20 years’ experience as a Software Engineer developing modern, distributed, web-based applications.

About my team structure, I have 4 direct reports and 14 indirect reports under me including onshore and offshore.

1. **Software Development**: **10** (1 TL, 1 Architect, 2 Sr Eng., 1 automation Eng., 1 BA, 2 Eng.)

* A team of **seven** (a **Team Lead**, 1 UI/UX designer, 1 BA, 2 SW engineers, 2 QAs) work on the “OCR ML Record Retrieval” project, and the Web application projects: Concept Library, IP Library, CCV Exclusions, Mavis

(**Frontend**: JavaScript, jQuery, KendoUI, React JS, Angular, NodeJs;

**Web Services**: C#, .NET.NET framework, REST API, Neuron ESB, Microservices, RabbitMQ

**DB Backend**: MS SQL, MySQL, Spark SQL)

* A Scrum team of **three** (an **Architect**, 2 RPA developers (offshore)) to work on CCV Assignments

(UiPath/Automation Anywhere, C#, Java, Kafka, Python, MS PowerShell, LensesIO)

1. **AI/MLOps Engineering: 9 (5 US, 5 offshore)**

This team enable model deployment automation to production systems. The focus here is on engineering, not on building ML algorithms. The primary goal of this MLOps team is to deploy ML models to production and automate the process of making sense of data — as far as it’s possible. This is cross-functional collaboration that MLOps team expect to work with Data Scientists to connect the gap from testing to production within our company software with the practice of both Data Engineering and DevOps tools.

* Model Integration team: (5 in US): 1 Architect, 1 Data Scientist, 2 Data Integration Specialists, 1 Sr Eng
* Model Monitoring & Reporting team (4 offshore): 1 Tech Lead, 1 Sr Eng., 2 Eng.

A Scrum team of **eight** (a Team Lead, a Data Architect, 2 Sr Eng. and 4 MLOps engineers onshore/offshore) to support ML models in Production (including ML models integration and deployments).

(CI/CD pipelines using Jenkins)

(Kafka, RabbitMQ)

(Hadoop tools: Oozie, Hive; DataRobot, Grafana, OvalEdge, Scala, Python, Lenses UI)

(Model Monitoring & Reporting: Grafana, DataRobot, Trino/Superset.

## **About Me for Cotiviti jobs:**

I joined Cotiviti in 2012 into the Retriever team in both Development and Delivery roles. After sometimes in Retriever team, I moved into RCA team to lead the R3 implementation efforts to support CMS and MCR, and in 2015 with C2i initiatives such as Concept Library and IP Library support within the Enterprise Platform.

In 2019, I moved into the MLSA (Machine Learning and Strategics Analytics) team. I was fortunate to have been exposed to Record Retrieval product and worked with a large share of the ART’s and BU Engineering teams. I led and managed the software development team include engineers, data scientist, BA, QA to deliver the first ML related project called OCR/ML Record Retrieval to Production, that is now currently being used by the MIPS agents. Each team I’ve worked with has shared new experiences, technologies and solutions, and I have learned much from each.

In my current role, I’m please to lead the AI/MLOps team and recently added a new role to lead the Nile Production support team.

Prior to Cotiviti, I’ve worked in Software and Solutions in Game Development, FinTech, Finance Services, Company Filings and Electronic Data Retrieval business, with 20+ years’ experience. I focus on excellence, teamwork and collaboration, leadership and understanding.

On the personal side, I originally from Vietnam, moved to NY and got BS degree in CS at Stony Brook University, and master’s degree in CS at University of Bridgeport. My passion in early Career roles was elegant and high performing C++ and Java applications, using Object Oriented concepts and implementations. I now live in Fairfield County of Connecticut. Married and have 5 children. The top three are already out of college and got the jobs. The last two, a Senior and Sophomore High School students.

## **Question:**

* 1. How is the Production Engineering team structure in your company?
  2. What’s Agile Methodology that’s using at your company?
  3. Do you use Safe/Scale Agile? If yes, how big is the Train (number of RTE on the same train)?
  4. What’s your company’s biggest challenge this year and how will this job help overcome it?
  5. How will I measure my own performance, so I know I’m having a positive impact on this challenge?
  6. What additional skills or experience do you wish I had that would make me a better fit for this job?
  7. Please tell me the most successful hire you made recently, and Why that person is being successful in his/her role?

# **LEADERSHIP INTERVIEW**

## **Tell me what you do as a software engineering manager**

**Leading and Managing the Team**: One of the primary roles of a software engineering manager is to lead and manage a team of software engineers. This involves setting goals and expectations for the team, monitoring progress, and ensuring that the team is working together effectively.

**Project Management**: Another important aspect of the role is project management, which involves planning, scheduling, and overseeing the development of software projects. This requires coordinating with other departments, monitoring budgets, and ensuring that timelines are met.

**Hiring and Recruitment**: As a software engineering manager, I would be responsible for recruiting, interviewing, and hiring new team members. This requires identifying the right candidates, evaluating their technical skills, and ensuring that they have the right cultural fit for the team.

**Performance Management**: Performance management is another key responsibility of a software engineering manager. This involves setting performance goals for team members, monitoring progress, and providing feedback on areas for improvement. It also includes addressing performance issues and developing strategies to help team members reach their full potential.

**Technical Guidance**: As a manager, I would also be responsible for providing technical guidance and expertise to the team. This involves staying up-to-date with the latest trends and technologies, ensuring that team members have the resources and training they need to develop their skills, and providing guidance and mentorship as needed.

Overall, the role of a software engineering manager is to provide leadership and guidance to a team of software engineers, ensuring that they have the resources and support they need to develop high-quality software products. This requires a combination of technical expertise, management skills, and strong communication and interpersonal skills.

## **Tell me about a time you demonstrated leadership**

### Example 1:

**Situation**: In my role as a software engineering manager, my team was tasked with developing a new product feature for our company's flagship product. We had a tight deadline to deliver the feature, and it required collaboration across multiple teams.

**Task**: My task was to lead the team and ensure that we delivered the new feature on time and met our quality standards.

**Action**: To achieve this, I took the following actions:

• First, I held a team meeting to discuss the project scope, set expectations, and assign tasks to team members based on their strengths and expertise.

• I made sure to have regular check-ins with the team to track our progress and adjust our plan as needed.

• When we encountered roadblocks or challenges, I worked collaboratively with the team to find creative solutions and keep the project on track.

• One specific instance where I demonstrated leadership was when one of our key team members had to take an unexpected leave of absence. I stepped in to take over their responsibilities and make sure that their tasks were completed. I also made sure to check in with them and offer any support they needed to ensure their successful return.

• Throughout the project, I maintained open communication with stakeholders and provided regular updates on our progress.

**Result**: Thanks to our team's hard work and my leadership, we successfully delivered the new feature on time, and it was well-received by both our users and stakeholders. This experience taught me the importance of proactive communication, collaboration, and adaptability as a software engineering manager.

### Example 2:

**Crisis:**

So my last company when I joined at the beginning we were really a small team still but we were growing really fast I had joined a few years after the company started was and that kind of startup phase where there were just a handful of people and we were moving at a pace where we were just you know more customers and also much more employees that we were getting you know there were times where we would hire 10 to 20 people a week and I being a part of the information technology department we were doing our best to accommodate things but one thing that I kept hearing from new employees but also current employees of different departments as we would work and interact with people was how much everyone hated our website it was just it was just a site that that the initial founders had thrown together had someone throw together but it was really unattractive really plain not very helpful lacking a lot of information really out-of-date and didn't have a lot of the features that a lot of the departments were hoping it would and to represent the company better.

**Action:**

So it is something that you know having a development background i web development background myself you know I actually approached to my manager and just said hey I'm getting a lot of feedback from other departments that I'm you know that I'm interacting with that you know they're really dissatisfied with the website and they're all kind of blaming our department they all think it's you know because we are the ones who originally built it, why are you guys letting this happen. So I just said you know I would love to you know even though I have a lot of other projects on my plate but I'd love to add this one to it and take the initiative of just taking on this project and you know what my manager was really excited about that she had also felt like that was something that needed to happen and it had been on her plate and on her mind but didn't exactly know where to go so she said you know go for it run with it. We talked about next steps I suggested that we start to to invite different folks from various elements of the company and to a meeting and looked and we could have a kickoff meeting and get this thing started so that's exactly what would happen then the next two weeks I had our first I held our first initial kickoff meeting for this project and there were representatives from each and every department who all came and we're willing to join in and get this thing up and up in so we gave ourselves about three months after the first initial meeting I took all the ideas the solutions design request that feature request that everyone had during that meeting and I created a new project in one of the project management software's we were using within a few weeks we had met again and we began to work through some of these subtasks some through some of these aspects and deliverables of the project that needed to be done I broke up the project into different deliverables components and basically tasks and I began to assign those out to the various departments depend on what the project was where the task was so if it was writing content coming up with you know gathering images having designs design work or logos or things like that done and also feature requests for our our coders our programmers so I split it all up and then that core team that had met initially began to meet every other week where we would go through where we were within status updates and make sure that everyone was on the same page and everyone's working towards the goal we had again three months to get this done. There were a few times where I had to meet one-on-one with individuals of different departments to really ask them about what was going on how they were progressing and if they needed any help just because they were working on tasks that were that needed to be done in order for other ones from other departments to be done so and because certain tasks were dependent on other tasks there were times where I actually had to meet one-on-one with certain individuals and just kind of said say them very bluntly like hey you know this this project this task has a deadline of next week your progress seems to be about 5% 10% I'm really concerned you're not gonna make it what do we need to do.

**Result:**

And so by having those kind of meetings with people we were able to make sure that deadlines were met and that there was allowed other tasks that were dependent on those to get done so I'm happy to say that that three-month deadline that we gave ourselves to get the project done with hard work and a lot of hustle we were able to accomplish that goal within the time frame we by that deadline we had a new version of the website with new design completely new design new images mostly brand new content as well as a bunch of new features that the IT department was able to come up with.

So for me what I learned from that project was that leadership is really about getting everybody on the same page so that the group can come up with a great creative ideas and can get the bulk of the work done but a leader is there to really make sure that things are going in the right direction at the right time frame really playing that that part of like a captain or a pilot really making sure that the ship is going in the right direction and moving at a pace that's going to meet that deadline so that's what I felt I took that experience so overall that was a great experience that I learned a lot about leadership from this.

## **Tell Me About a Time You Made a Mistake**

## **How do you Manage Team Performance?**

### Example 1:

**Situation**: In my previous role as a manager, I was responsible for managing a team of software engineers. It was important to me that each team member was meeting their performance goals and contributing to the team's success.

**Task**: My task was to develop and implement a strategy for managing team performance.

**Action**: To achieve this, I took the following actions:

* First, I set clear performance expectations for each team member, based on their job responsibilities and career goals. I made sure to communicate these expectations clearly and regularly, so that everyone knew what was expected of them.
* I also made sure to provide ongoing feedback and coaching to each team member, to help them improve their performance and address any issues as they arose. I made sure to give both positive feedback on what they were doing well and constructive feedback on areas where they could improve.
* As a team, we set performance goals and tracked our progress regularly. We used data and metrics to measure our performance, and I provided regular updates on our progress to stakeholders.
* I encouraged collaboration among team members and created an environment where team members could share their knowledge and skills with one another. This helped to ensure that everyone was growing and developing their skills.
* When performance issues did arise, I worked collaboratively with the team member to identify the root cause and develop a plan to address it. I made sure to provide support and resources to help them improve their performance.

**Result**: Thanks to these actions, I was able to successfully manage the team's performance and ensure that each team member was meeting their goals and contributing to the team's success. This experience taught me that managing team performance requires clear communication, ongoing feedback, and a collaborative approach to problem-solving.

### Example 2:

One of my main responsibilities is to manage and run AI Platform and ML Ops teams, and as one of the main core responsibilities in that is managing the performance of my teams right, so for managing performance there are two aspects to it. One is being able to track how every person in my team is doing and then I measure that against the level expectations that they need to be measured at within the company.

So, the same thing for every engineer in every company, At Cotiviti, I also have some kind of expectations set for every level of an engineer. Be a junior, a senior or a principal engineer, I need to be able to as a manager see how the engineer is doing and being able to kind of translate that into what it means from an expectations standpoint, the way I would want to kind of do that is basically making sure that I am plugged into what everybody in the team is doing. So, I have regular one-on-ones with the engineers; we're talking about what they are working on, what are their goals, what they've planned to do, you know, in the coming weeks and months

I think one-on-ones is a necessary part of performance management. I can tell you about how I might run one-on-ones differently if I have a very small team versus a very large team. In a small team obviously, I can give a lot more focus time to everybody so I can probably think of having one-on-ones every week right. In the past, I had a team of five to seven, I could afford to do a one-on-one with them every week. I was able to kind of you know very clearly know what everybody is doing on a day-to-day basis. Now I have a team of 15, that doesn't become possible to have a one-on-one every week with everybody. There's just too much of a time commitment right, you probably have a have a meeting every other week with them. In this case you know, I rely on my leads in my team whether the leads per work streams or whether a couple leads in areas to also give me some feedback about the other engineers on the team so I am not only talking to the engineers directly in terms of seeing how they are doing, you know how they're progressing um but I am also looking at feedback from the other senior engineers within my team to kind of give me that additional data point that I might not have access to … given the size of my team totally.

## **How do you manage underperformers?**

### Example 1:

**Situation**: In my previous role as a manager, I had a team member who was consistently underperforming, and it was impacting the team's overall productivity.

**Task**: My task was to manage the underperformer in a way that helped them improve their performance and meet the team's expectations.

**Action**: To achieve this, I took the following actions:

* First, I held a one-on-one meeting with the team member to discuss their performance and identify any issues that might be causing the underperformance. I listened actively to their concerns and offered my support in addressing any challenges they were facing.
* Together, we set clear goals and expectations for their performance, including specific metrics and deadlines. I made sure to communicate these expectations clearly and regularly, so that there was no confusion about what was expected.
* I provided ongoing feedback and coaching to help the team member improve their performance. I made sure to give both positive feedback on what they were doing well and constructive feedback on areas where they needed to improve.
* I made sure to provide any necessary training or resources to help the team member improve their skills and knowledge. I also encouraged them to seek out opportunities for growth and development.
* Throughout the process, I maintained open communication with the team member and made sure they knew they could come to me if they needed additional support or guidance.

**Result**: Thanks to these actions, the underperformer was able to improve their performance and meet the team's expectations. The team's productivity increased, and the underperformer was able to contribute positively to the team's success. This experience taught me that managing underperformers requires patience, empathy, and a willingness to provide ongoing support and feedback.

### Example 2:

Talk about helping underperformers, I think over here underperformers is one of obviously a challenge that I think every manager will come across at some point in time in their career as a manager. I think it's depending obviously on the company's culture is how do you go about seeing whether you can help the underperformer improve right. So I think over here one of the things I want to make sure is that I am giving my feedback to the team members regularly so let's say most companies have a six month review cycle. At Cotiviti, we have May and September check-in, so this shouldn't come as a surprise to the team members you know at the end of six months that they are underperforming. If they have been underperforming and it seems that feedback should be given to the engineer in the one-on-one already, so come the formal performance time this is not something that they're hearing for the first time. So, it's not a surprise over there so once you kind of have that first conversation that you know things are not where they should be. I need to start then figuring out why that is the case right, are they working on something they don't like, are they not getting the necessary help that they need whatever you know. Is there something on the personal side that is impacting their professional output right so I want to kind of get to the root cause of the problem then I see how I can kind of solve that problem right. I want to break it down maybe into smaller parts, have some milestones set and agreed upon by the engineer and me as the manager, so that then I can track them on a maybe a weekly basis right. I may make sure that I am able to kind of give that attention and hand hold them so that they're able to kind of improve their performance whether they're hitting those agreeable milestones or not.

## **How do you manage top performers?**

### Example 1:

**Situation**: In my previous role as a manager, I had a team member who consistently exceeded expectations and was a top performer on the team.

**Task**: My task was to manage the top performer in a way that recognized their achievements and helped them continue to grow and develop their skills.

**Action**: To achieve this, I took the following actions:

* First, I held a one-on-one meeting with the top performer to discuss their achievements and recognize their contributions to the team's success. I made sure to provide specific examples of their work and the impact it had on the team.
* I asked the top performer about their career goals and aspirations and worked with them to create a plan for achieving those goals. I provided guidance and support to help them develop the skills and knowledge they needed to advance in their career.
* I encouraged the top performer to take on new challenges and responsibilities and provided opportunities for them to lead projects and initiatives. I made sure to recognize and reward their achievements along the way.
* I maintained open communication with the top performer, checking in regularly to see how they were doing and if there was anything I could do to support them.
* Finally, I made sure to lead by example, demonstrating the same high standards of performance and dedication to the team's success that I expected from the top performer.

**Result**: Thanks to these actions, the top performer continued to thrive and develop their skills, making significant contributions to the team's success. Their achievements helped to motivate and inspire other team members to reach their own potential. This experience taught me that managing top performers requires recognition, encouragement, and support, as well as a commitment to ongoing growth and development.

### Example 2:

Let's take a look at the other side of the spectrum. You might also have some top performers some rockstar engineers on the team so how do you keep these top performers motivated.

I think top performers motivation is what motivates everybody is different right, so I think as a manager one of the things you want to know is what motivates a particular engineer whether what kind of recognition, they kind of want right and I want to make sure that my top performers are giving that recognition. I also need to make sure that they are constantly challenged by the work they are doing right. They are constantly learning so making sure that as they are moving in their career as they are getting more and more senior you're giving them bigger and bigger problems to solve so like think of it where I give them a problem which is initially scoped at a task level, then they go to a problem which is at a project level then they can look at team level they can look at organization level. When they're able to look at a problem that they want to solve at a company level right so I give them bigger and bigger problems, I also look at giving them problems from different areas so that they're not kind of only getting in becoming really strong in one area they are working across multiple areas at the at the same time obviously the other part of most uh you know strong performers is making sure that they are compensated accordingly they are getting promoted um accordingly as well. Also, I think another thing which people do underestimate is that giving mobility or the option for mobility for the top performers within the company uh you know people work within in an area for three four years, it can get monotonous right, so you don't want your top performers actually to leave the company in order to seek a new challenge. As a manager if I sense that is happening I might be you know proactively seek out if there is another opportunity elsewhere within the company that the top performer could join so that they kind of get that new challenge or within the company rather than you losing a top performer totally.

I have a very interesting scenario here for you okay so uh let's say hypothetically that you are in a meeting with a an engineer in a one-on-one and then you notice maybe like from their screen sharing or something you notice that they might be looking for another job and this is an engineer that you really want to keep on your team um like is there something that you would do here would you do anything to try to retain them. Definitely if I would feel that the engineer is a flight risk and I do want to retain the engineer right it's like the manager's test right that do you do you want to keep the engineer at all cost or not and if the answer is yes I do want to keep the engineer I would definitely you know find try to find out what is causing the engineer to look for a new role right. Maybe not within that same one-on-one I would bring it up in another conversation but I would definitely talk about it and see what I can do to retain that that engineer whether it's you know they want looking for a new challenge or it's work life balance whatever that is I would definitely try to find that out and see how I can help to resolve it.

## **How do you plan to promote a team member?**

### Example 1:

**Situation**: In my previous role as a manager, I had a team member who consistently demonstrated high performance and showed potential for growth and development.

**Task**: My task was to plan and execute a promotion for the team member, recognizing their achievements and providing opportunities for further growth and development.

**Action**: To achieve this, I took the following actions:

* First, I held a one-on-one meeting with the team member to discuss their career goals and aspirations, and to provide feedback on their performance to date. I made sure to be clear about the expectations and requirements for promotion, and to set specific goals and deadlines for achieving those requirements.
* Together, we created a development plan that outlined the steps the team member would need to take in order to be promoted. This plan included specific tasks and milestones, as well as a timeline for completion.
* I provided ongoing support and guidance to the team member throughout the development process, checking in regularly to offer feedback and advice. I also provided opportunities for the team member to take on additional responsibilities and lead projects, to demonstrate their readiness for the promotion.
* I communicated regularly with upper management about the team member's progress and achievements, advocating for their promotion and highlighting their contributions to the team's success.
* When the team member had met all of the requirements for promotion, I worked with HR and upper management to execute the promotion, making sure to communicate the news to the team member in a clear and celebratory manner.

**Result**: Thanks to these actions, the team member was successfully promoted, recognizing their achievements and providing opportunities for further growth and development. The team member continued to thrive in their new role, making significant contributions to the team's success. This experience taught me that promoting a team member requires a clear and well-defined plan, ongoing support and guidance, and strong advocacy on their behalf.

### Example 2:

Let's talk about someone who's doing very well, and they should be up for a promotion so what are the steps that you would take as a great engineering manager to help set someone up for a promotion. Yeah, I think over here setting somebody up for promotion is something that needs to get planned, you know probably six months to a year ahead. I need to start working on it. It's not something that can happen only during the performance review cycle right, so I want to make sure that let's say for example, an engineer going from an a level one to a level two engineer. In most cases I would want the candidates to be performing already at a at the next levels so that they get promoted right. Promotions are a lagging indicator in terms of the ability, or the skill set that an engineer shows, so I want to work with the engineer tell them what the expectations of the next level are, what they need to do to meet those expectations and also as a manager give them that opportunity to demonstrate those expectations right, give them those opportunities to succeed. Maybe working on bigger projects, leading projects, you know being able to lead system designs, collaborations with other teams whatever the requirements are. Give them that opportunity and make sure they can do that on a regular basis. Another thing that is important to note here right, that when the candidates want to move to the next level it's not a checklist of things that they need to do only once right. They need to constantly be able to demonstrate that behavior in some sense on a regular basis without me having to prompt them. This is something that is needed from the next level so you know that once they move to the next level, they will still be able to succeed. If they come back to where they were before it's not going to be good for you or the engineer in the long run.

## **Tell me a time you fired/terminated a team member?**

### Example 1:

**Situation**: In my previous role as a project manager, I had a team member who consistently failed to meet performance expectations despite repeated attempts to improve their performance.

**Task**: My task was to make the difficult decision to terminate the team member's employment.

**Action**: To achieve this, I took the following actions:

* First, I documented the team member's performance issues, including specific instances where they failed to meet expectations and the steps taken to address those issues.
* I met with the team member to discuss their performance issues and to provide feedback on where they needed to improve. I also provided them with a clear plan of action for improvement and set specific deadlines and goals.
* Despite several rounds of feedback and coaching, the team member's performance continued to fall short. At that point, I met with HR and upper management to discuss the situation and determine the best course of action.
* We then held a meeting with the team member to communicate our decision to terminate their employment. We provided them with clear feedback on the reasons for their termination and what they could do to avoid similar situations in the future. We also offered support in the form of a severance package and assistance in finding new employment.

**Result**: While the decision to terminate the team member's employment was difficult, it was ultimately the best decision for the project and the team as a whole. The team member's poor performance had been affecting the team's overall productivity and morale, and their termination allowed the team to move forward in a positive direction. This experience taught me the importance of clear communication, documentation, and giving employees opportunities to improve their performance before making the difficult decision to terminate their employment.

## **How do you help people manage their careers?**

### Example 1:

**Situation**: In my previous role as a manager, I was responsible for helping my team members manage their careers and achieve their professional goals.

**Task**: My task was to provide guidance and support to my team members as they navigated their career paths and worked to achieve their goals.

**Action**: To achieve this, I took the following actions:

* First, I held regular one-on-one meetings with my team members to discuss their career aspirations and goals. I listened actively to their interests and provided guidance and advice on how to achieve those goals, including suggestions for training and development opportunities.
* I worked with each team member to create a personalized development plan that included specific steps and milestones for achieving their career goals. This plan included training, development opportunities, and assignments that would help them build the skills and experience needed to progress in their careers.
* I made sure to advocate for my team members with upper management, highlighting their achievements and potential for growth and development. I also kept an eye out for opportunities to showcase my team members' skills and experience, such as presenting at conferences or leading high-profile projects.
* I encouraged my team members to seek out mentors and other professionals who could offer guidance and advice on their career paths. I also offered to connect them with other professionals in their field or organization who could provide valuable insights and advice.
* I provided regular feedback and coaching to my team members, helping them to identify areas where they could improve and providing suggestions for how to do so. I also celebrated their successes and recognized their achievements along the way.

**Result**: Thanks to these actions, my team members were able to achieve their career goals and make meaningful progress in their professional development. They felt supported and encouraged in their career paths, and were motivated to continue growing and learning. This experience taught me that helping people manage their careers requires a personalized and proactive approach, ongoing support and guidance, and a commitment to advocacy and recognition.

### Example 2:

To me, Management isn't only about assigning tasks. It's about helping people grow.

**7 Ways to Support Employee Career Advancement**

1. Take a personal interest in employee career goals. ...
2. Promote training and development of employees. ...
3. Encourage mentoring and job shadowing. ...
4. Rotate employee roles. ...
5. Support work-life balance. ...
6. Paint the big picture. ...
7. Create a succession planning program.

1. Give ongoing feedback. "If it's just at reviews once a year, that's not helpful,". Giving regular feedback, "shows the employee you care about their growth and development and allows them to bridge gaps before their review." I do have formal check-ins every quarters and gives ongoing feedback and reflections on a project-by-project basis.

3. Learn how to communicate with different people. The way you forge a relationship with one team member might not work with another. You need to communicate effectively with your direct reports, cross-functional teams, and management peers. "You need to understand how to reach people," "That's been hard during a remote year. Small changes can make an impact. Stand-ups are often the only time each day where a whole team interacts. Incorporating 'parking lot' sections into our team stand-ups has helped the team feel more connected and works as a team-building opportunity."

## **What is your managing style?**

Transformational: I am a manager who inspires and motivates the team to achieve their full potential and develop their skills and abilities. That includes supportive, coaching and communication.

It can lead to higher job satisfaction and engagement, but it requires a strong leader with exceptional communication and coaching skills.

**Supportive**. I think it is important to understand the unique strengths and blind spots of my team members and direct reports. Knowing how to work with a range of experience, skills, and working styles plays a big role in the success of a team.

We recently hired a new engineer who had limited experience in the AI/ML and Healthcare industry, and required hand-holding up front, but who we believed would learn fast. To effectively lead, I had to know when to step in and course correct, and when to let them make their own mistakes and learn by experience for maximum growth.

Conversely, a contractor I managed in a prior role had significantly more subject matter expertise than I did. I recognized this and positioned myself as a support structure — I helped clear the path for her to achieve her goals.

**I believe that good leaders pay attention, listen actively, and play to the strengths of each partner and colleague.**

There are many aspects to my leadership philosophy, but the foundation is psychological safety. Right or wrong, I want to give the people around me, reporting to me, and partnering with me the ability to truly and honestly express their opinions without fearing any retribution or impact.

That includes people overtly disagreeing with me, pushing back, or expressing an emotion. I may not always agree with them, but they will always be heard. I have found that this builds a powerful trust on teams because it’s a natural way to engage. When people feel locked in by dogma, they don’t raise their voice, and valuable insights may be lost. By giving everyone I work with psychological safety, they feel respected, understood, and free to contribute authentically.

I also believe in decisiveness — in streamlined decision-making that empowers forward movement. We get the data we need, the input required, we have the safe and healthy debates, and make the call. This helps to minimize exhaustion across the board, and let team members put their stamp on real progress.

**Coaching**. I do believe that coaching is a much better approach than anything else. Personally, for me coaching means ask questions and listen. That became the core for a lot of my managerial approaches. You ask a question, and you try to understand what is important to that person. You basically build trust by understanding who this person is. You share about yourself as well that this is how you build trust, that you know that you’re both vulnerable to each other. You create a safe environment. This is where you say and really prove that it’s okay to make mistakes. Then you start working with that person by understanding where he or she wants to be.

You don’t want to push people in the way they don’t want to be. I made this mistake before and I learned on that in a hard way. The question here is to understand where a person wants to be. Understand what the strengths of the person are and then how push him or her out of comfort zone to improve on their strengths, with a safe environment to fail. Because without failing we’re not learning and we’re not getting better.

I think that’s the cornerstone of the question. Asking questions, listening, building relationships, building trust. Understand where the person wants to be and help them to be there. Push them to grow in that direction.

# **SYSTEM DESIGN INTERVIEW**

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