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# How would you measure your team's performance?

* + Predictability (Planned-to-Done ratio)
  + Productivity (measured by cycle length)
  + Quality (Escaped Defect Rate)
  + Stability (measured by happiness metric)
* What steps would you take to help your team members create goals?
* What steps would you take to find qualified team members?

## What would you do if there was a disagreement between your team members?

The goal is not clear

There is personal enmity among team members

There is some ulterior motive or agenda driving some team members

What matters is bringing out the best. Polling and understanding what majority team mates want also matters.

First, it depends on the nature of the conflict, and context. If it’s a personal matter, you can’t settle it, but you can make sure the team members know that you won’t allow it to flow into the work of the group. If it does, you may have to escalate it to their managers and/or HR. If it’s a conflict about how to work on a task or what technical direction to pursue, or a fight over credit for work or blame for a problem, you have to work it out in the context of the team meetings and in conversations with the parties involved. Sometimes it helps to get them in front of a disinterested third party with experience, rank, knowledge or some combination of these. Sometimes you have to work on it with their functional managers behind the scenes and/or with the parties.

In any case, you have to always be professional and courteous and insist that they are as well. Minimize the spread; never let exchanges get heated or public and don’t let the parties drag anyone else into the dispute. Make sure your whole team knows that you are handling this, as a professional, as part of your job, and that you will not allow it to become some kind of soap opera for entertainment or gossip, or some kind of feud within the team. Always keep the guardrails of company policy, union rules, work rules and so on in mind. Hopefully you won’t have to involve HR or Legal, but if lines get crossed make sure you do what policy requires. Sometimes it’s a manager’s or project manager’s job to slap a wrist, initiate discipline or just make a final decision that satisfies no one but moves things along. Not all conflicts can be “solved”. Set expectations realistically and judge by your goals.

There are numerous strategies for conflict resolution but the main themes are consistent: Insist on ground rules of courtesy and civility. Bring the facts to bear. Stay objective and don’t side with any of the parties. Set a timeline for resolution and lay out the consequences of not getting an agreement, but within that, don’t rush to judgment. Keep the process transparent and open but guard any confidential or personal information.

Remember that conflict is inevitable, disagreements are part of any working relationship. Conflict can be productive as it brings ideas and issues to the surface and can generate options and alternatives. It’s generally agreed that the first stage in any group process is “storming” (followed by norming, conforming and performing) and that the process repeats in miniature as the work and team change throughout the project. So keep your cool, realize you will make mistakes and do your best with it. People aren’t Lego sets. You can’t always make the pieces fit and there are no exact instructions for building that perfect team effort that someone put in the contract or work charter.

## How would you motivate your team to meet deadlines?

Set Clear Expectations

Create a Collaborative and Learning Environment -> ½ week meets to summarize changes on the project and share with everyone. Share results of investigation.

## Tell me about a time things didn't go as planned. What did you do to handle this situation?

The customer team didn’t perform as I expected. Asked the customer – they work on other projects too. -> started estimating tasks and asked to follow deadlines. The performance improved.

## How would you properly onboard a new team member?

Describe and walk through the project from different perspective even if the person needs to work only on BE/FE, it’s important to see the whole picture. IT’s cool when you can show some business processes

* Onboarding documents: Project briefs, scopes, and notes
* Information about project methodology and process
* URLs for all project-related websites and examples
* An overview of key project stakeholders (their positions, roles, and project thoughts)
* Explanation of the review process on the client-side
* A brief summary of the user/project audience
* The history surrounding the stakeholders’ company and project inception
* Clarity on processes and regulations unique to the project

Set expectations to the onboarding phase a list what must be read/learned etc.

Involve other team members into onboarding so that the person had more contacts that just me (you)

CodeTutor for VS code

* How would you respond if a team member suggested using new hardware or software?

## Explain your research process when designing a new software system.

Research the domain requirements, research threats and solutions, loading, best practices -> make a decision. Start with problems end with solutions.

## What is the first thing you would do as the technical lead at our company?

# The deadline on a big project was just moved up. How would you motivate your team to be more productive under the earlier deadline?

I would first assess the scope of work remaining and prioritize tasks. I’d then communicate the importance of the new deadline to the team, ensuring they have all the resources they need. Recognizing their efforts and providing regular feedback can also boost motivation.