

Culture fit, performance and career progression

GOAN AFTER HIRING	enhance the communication between engineers and clients. improved team cohesion
skills are required to perform successfully	empathy, communication, and time management skills, technical skills
unable to achieve a goal	unable to communicate successfully with a remote team member. could not coach a senior developer well enough
Why EM ?	looking to progress further more challenging position. better understand the business side of engineering
team of engineers say about you	easy to communicate with them
negative feedback about your management style	Still participate too much in day-to-day tasks Cannot offer team members substantial feedback Fail to provide the right updates for their team
skills do you look for in candidates	Attention to detail Critical thinking skills capacity to solve complex problems

related to experience and background

primary responsibilities in your previous role	responsible for hiring new team members, tackling diverse issues, communicating with stakeholders, overseeing the career progression of their team members - coaching senior engineers - ole involved assessing the performance of the team
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	<ul style="list-style-type: none"> - organizing 1-on-1 meetings - delegating and redistributing tasks - improving team collaboration
big was the largest team that you managed	expansion phase,
experience managing engineers remotely	methods and tools to manage remote teams, synchronous and asynchronous communication video conferencing apps and task or project management tools.
improving team motivation	setting achievable goals and providing opportunities for team members to grow. - demotivated because of unexpected roadblocks.
experience with team conflict resolution	Get to the root of the problem - Encourage communication - Address the conflict - Prevent future issues

behavioral engineering

hire top talent for a team	hiring top talent, including referrals, hiring internally, using social media, or using their network. - technical skills tests or job simulations - Do reference checks
helped promote an engineering team member	
1-on-1 session that helped an engineer solve a problem.	Team stuck: cloud license or comm with other team. EM need to guide. - to document the problems they are encountering, so can discuss in 1 to 1
coach an engineer who had performance issues	- on-1 coaching that offers feedback tailored to the underperformer's needs, - move the engineer to a different team
Process do you follow when coaching tech leads	-Coding reviews - Task delegation - Coaching - Quality assurance

	<ul style="list-style-type: none"> - Solution architecture - Performance monitoring - document or spreadsheet to track the progress
ever transitioned between two teams	Especially in a larger team, communication is critical, <ul style="list-style-type: none"> - ommunication tools are an essential part of their management style
coach engineers to solve technical debt	software product is aligned with its expectations or requirements. <ul style="list-style-type: none"> - Training their engineers. - Ensuring the proper documentation is maintained
struggled to delegate tasks	EM recognize which tasks have a higher priority <ul style="list-style-type: none"> -delegation and task management go hand in hand
had to let an engineer go	documenting all solutions offered is imperative (especially due to labor laws). <ul style="list-style-type: none"> -unfortunate, firing an engineer might sometimes be necessary.

best perofrming team:	independence/autonomy : take decision, if req mentorship, team ask why we need to do rater what and how
worst perf:	no understand failure, they go rabbit hole, not learning form mistake , no stand best practice, so repeatedly do same mistake
team slip deadline	taking to individual, status , : need to communicate with leadership
EM shud have	xcellent tech communicational skill. <ul style="list-style-type: none"> -ableto articulate in varity of ways. -understanding of braod archi, wkr with varity of people , 5 team , how communic, testable, dploy, -moslty 20% code you may write : heck and balance: what built, how,concensus
	touch point, project, qualify and quantify what project deliver in meaning way. <ul style="list-style-type: none"> -concensus and collaboration

Leader:	<ul style="list-style-type: none"> -bring clarity to ambiguity -ring others along -don't make decisions and expect others to follow blindly - communication context, align on the underlying motivation, and explain the rationale behind their decisions. -consistent, trustworthy and true to their word -expectations up and down, and own feedback & requests

MISC:

complex technical problem you faced	performance of a critical component in our distributed system. <ul style="list-style-type: none"> -Analysis -Data collection -RCS -LOAD TEST -
foster a culture of innovation	<ul style="list-style-type: none"> -Encourage open commu. -Provide Autonomy of thought -time for creative think, brainstorming -reward and rcog.

Why do you fit into	Alignment with Values -
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	<p>core values of innovation, integrity, and customer success.</p> <p>Collaborative Mindset**:</p> <ul style="list-style-type: none"> - thrive in environments that foster collaboration and teamwork. <p>Continuous Learning</p> <ul style="list-style-type: none"> - embrace opportunities for learning and skill enhancement, which allows me to stay agile and adapt to evolving challenges. <p>Customer-Centric Focus</p> <ul style="list-style-type: none"> - my own belief in prioritizing customer needs and satisfaction. <p>Diversity and Inclusion</p> <ul style="list-style-type: none"> - essential components of a vibrant and innovative workplace
are you looking to work	<p>Innovation**</p> <ul style="list-style-type: none"> -innovation and cutting-edge technology excites me <p>:Impact**:</p> <ul style="list-style-type: none"> -mpact by transforming the way people work. <p>Culture**:</p> <ul style="list-style-type: none"> -collaboration, diversity, and continuous learning resonates with me. <p>Growth**-</p> <ul style="list-style-type: none"> -personal and professional growth, offering challenging opportunities. <p>:Mission**:</p> <p>company mission to to make the world of work simpler, faster, and better for people.</p>
you think you would be a good fit f	<p>Experience**:</p> <ul style="list-style-type: none"> -and skills that directly align with the requirements of the position.

	<p>Expertise**:in [specific relevant skill or area] will enable me to excel in this role</p> <p>Team Player**:</p> <ul style="list-style-type: none"> - collaborative environments and am adept at working effectively with diverse teams. <p>Problem-Solving Skills**:</p> <ul style="list-style-type: none"> -allowing me to tackle challenges and find innovative solutions <p>Adaptability**:</p> <ul style="list-style-type: none"> -adaptable and can quickly learn and apply new concepts
handle projects with conflicting due dates?	<p>Prioritization**:</p> <ul style="list-style-type: none"> -urgency and importance of each project <p>Communication*</p> <ul style="list-style-type: none"> -with stakeholders to negotiate deadlines <p>*:Time Management,</p> <ul style="list-style-type: none"> -Break down tasks, allocate time effectively <p>Flexibility**-</p> <ul style="list-style-type: none"> adjusting timelines or delegating tasks to meet deadlines <p>:Problem-Solving*-</p> <ul style="list-style-type: none"> potential conflicts and address them early
How do you prioritize?	<p>Assessment**</p> <ul style="list-style-type: none"> -tasks based on urgency, importance, and impact on overall goals <p>:Deadline Sensitivity,</p> <ul style="list-style-type: none"> -deadlines and commitments to determine priority levels <p>**Resource Allocation**</p> <ul style="list-style-type: none"> -manpower, and resources based on priority rankings <p>:Communication**</p> <ul style="list-style-type: none"> -stakeholders to ensure alignment on priorities and expectations <p>:Flexibility**:</p> <ul style="list-style-type: none"> -adaptable and open to adjusting priorities as circumstances change

managing multiple requests/priorities	Multitasking**:Prioritization**:
are you looking for change	Career Growth**:Skills Enhancement, Company Culture, Location**: Seeking Stability: -Seeking a more stable or rewarding career path
is your motivation to work with us?	Alignment**:-compnay value Opportunity**:contrinbtue innovative and dynamic team Impact**:I believe in mission and vision f our compnay Growth**:I see potential for professional and personal growth Culture**:company culture [collobration,Diversity]resonate with me

PART:2

- Acknowledgment of the audience's dedication, despite the early hour, and identification of their professional backgrounds.
- Encouragement for active participation through a show of hands to gauge audience composition.
- Introduction of the speaker's engineering background and the personal nature of the forthcoming insights.
- Emphasis on the importance of passion and intrinsic motivation in career pursuits.
- Advocacy for acquiring a broad understanding of one's field and its adjacent areas to drive holistic product development.
- Discussion on the concept of growth and the necessity of continuous learning and curiosity.
- Insights into managerial roles, focusing on enabling team members and fostering their growth.
- Advice on effective interpersonal relationships, both with peers and managers, and the significance of balance and cordiality.

- Qualities sought in team members, including motivation, willingness to learn, and contribution to a supportive work environment.
- Reflection on the importance of giving back and providing opportunities to others, grounded in personal experiences.
- Encouragement for individuals to consider their privilege and contemplate ways to contribute to a more inclusive society.
- Gratitude for the audience's time and participation, concluding the talk with well wishes.

FAQ:

Challenging Project:	<ul style="list-style-type: none"> -tight deadlines and limited resources -streamlined communication strategy, ensuring everyone was aligned on priorities and deadlines -empowered team members to take ownership of specific tasks, fostering a sense of accountability
Balancing Technical Expertise and Management	<ul style="list-style-type: none"> -stay updated with industry trends and encourage continuous learning within my team. -
Fostering Collaboration and Communication:	<ul style="list-style-type: none"> -promote an open and transparent culture within my team -organize regular team meetings, one-on-one sessions, and brainstorming sessions to facilitate collaboration -
Handling Conflicts:	<ul style="list-style-type: none"> Conflicts are inevitable in any team setting -I approach them as opportunities for growth and resolution. -open dialogue and active listening, allowing team members to voice their concerns and perspectives -facilitate constructive discussions to find mutually beneficial solutions

Making Tough Decisions:	<ul style="list-style-type: none"> -tough decision to reallocate resources from one project to another due to shifting priorities. -input from key stakeholders, analyzed the potential impact on both projects, and communicated transparently with the teams involved
Measuring Performance:	<ul style="list-style-type: none"> -qualitative and quantitative metrics to measure the performance and success of my engineering team. -metrics may include project delivery timelines, code quality, customer satisfaction, team morale, and individual growth and development
Staying Updated with Technology:	<ul style="list-style-type: none"> -continuous learning, attending conferences, participating in webinars, and networking with peers.
Mentorship and Career Development:	<ul style="list-style-type: none"> -provide guidance, support, and constructive feedback to help them set and achieve their professional goals. -encourage them to take on challenging projects, attend training programs
Prioritizing Tasks and Allocating Resources:	<ul style="list-style-type: none"> -based on their strategic importance, impact on business objectives, and resource availability - collaborate closely with stakeholders to define project priorities and allocate resources effectively to meet deadlines. -needed to ensure optimal project outcomes.
Leadership Style:	<ul style="list-style-type: none"> -collaborative, empowering, and servant-oriented. -believe in leading by example, fostering a culture of trust, respect, and accountability. -prioritize team cohesion and morale, ensuring that everyone feels valued and motivated to contribute their best. -transparent in my communication, receptive to feedback, and committed to the growth and success of my team.

INTRO::

Type of Software Engineering Manager we're looking for*

- * **Oversee software project execution**, ensuring on-time delivery while meeting quality standards.
- * **Actively participate in coding, code reviews, and contribute to the development process** to maintain technical proficiency and provide practical guidance to the team.
- * **Set technical direction, stay updated with emerging technologies**, and incorporate best practices to enhance product innovation.
- * **Enforce coding standards, continuously improve engineering processes**, and promote test automations.
- * Foster a collaborative environment and ensure clear communication within the team and with cross-functional teams.

Structure of Software Team

- * Mid level management reports into Engineering Director (Yoga). **You'll work with Tech Lead/SW Manager/Principal Architect closely**. We run in cross-functional squads here (Backend, Designer, Product, Frontend engineers works closely together, along side with QA + DevOps + App Support, etc
- * Overall Software Team: **30+ engineers (based in SG, HK, PH, Indo, MY)**
- * You will be **managing a couple of squads (depending on what's the allocations), drive sprint planning (2 weeks) and work with other stakeholders (business and tech)**
- * Technologies: Golang, AWS, Microservices, ReactJS, Flutter in

INTERVIEW TIPS:

- Focus your responses on **actual** behaviors and emotions.
- Describe **your** role in past situations.
- Provide **specific examples of your actions**.
- Reveal your skills **related** to the job.

The STAR method

Situation (20%),

Task (10%),

Action (60%),

Result (10%),

EG:

- **Situation:** When I was a junior in high school, there were several students in my math class who were struggling with some of the more difficult concepts.
- **Task:** With an upcoming national exam, I was asked by my math teacher to start an after school session to assist the other students.
- **Action:** I stayed after school twice a week to review class materials and homework. I created a comprehensive study guide. I demonstrated the best methods for solving difficult problems, explained strategies that worked for me, and developed new problems to help them practice.
- **Result:** Our class average for the national exam was the highest it had been in over ten years, and overall the students I helped were able to develop a better understanding and appreciation for math.

Responsibilities:

- Mentor and manage a team of software engineers, setting goals, facilitating career development, and conducting performance evaluations.
- Oversee software project execution, ensuring on-time delivery while meeting quality standards.
- Actively participate in coding, code reviews, and contribute to the development process to maintain technical proficiency and provide practical guidance to the team.
- Set technical direction, stay updated with emerging technologies, and incorporate best practices to enhance product innovation.
- Enforce coding standards, continuously improve engineering processes, and promote test automations.

- Foster a collaborative environment and ensure clear communication within the team and with cross-functional teams.
- Regularly engage with stakeholders, providing updates and insights on team progress and project outcomes.
- Guiding and coaching an exceptional team of engineers, mentoring them in technical and non-technical aspects, and leading them to build stable, scalable, and reliable features and services.
- Helping them to shape their individual careers and growing the team to become more self-organized, more agile and more autonomous.

The success of mentoring software engineers is based on both parties gaining knowledge and insight.

When appropriately executed, mentorship increases productivity, work happiness, and retention while fostering meaningful, lifelong relationships in the tech industry.

Workers with in-demand skills are willing to leave their current employers for those that provide them with a higher quality of life, a better work-life balance, higher pay, more opportunities for upskilling and reskilling, and deeper and more meaningful connections and interactions with their coworkers and superiors

1. Improved knowledge and skills

- developers can learn new techniques, technologies, and best practices.

2. Increased retention rate

- Mentorship can help create a positive and supportive work environment that can attract developers.

3. Improved team dynamics

- A mentorship program can foster a culture of collaboration and mutual support within the team

4. Cost savings

- Investing in the development of employees through a mentorship program can be less expensive than constantly hiring and training new staff

There are many winners in this relationship: the mentee, the mentor, and the companies where they are employed

1. Career development

- setting goals, learning new technologies, and navigating the job market.

2. Personal growth

- mentor can help the mentee to develop their problem-solving, communication, and leadership skills, among others

3. Networking opportunities

- build relationships with other professionals in their field.

4. Improved job satisfaction

- having the support and guidance of experienced software developers,

Best practices for mentoring software engineers

- Set clear goals

- :everyone knows what's expected of them and is on the same page

- :keep track of progress and see what's working and what's not

- Regular check-ins

- :Check-ins should happen often enough to meet the needs of the mentoring relationship

- Pair-programming

- Give projects to menteesref:<https://medium.com/recruiter-hub/a-complete-guide-to-mentoring-software-engineers-in-2023-59e189624865>

benefits of diverse teams in the workplace

Diverse perspectives

Increased innovation

Better decision-making

Smarter problem solving

Increased adaptability

Better communication