**CUlture fit, performace and career progression**

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| 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 |
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**related to experience and background**

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| 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  - 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 |
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**behavioral engineering**

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| 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  - Solution architecture  - Performance monitoring  - document or spreadsheet to track the progress |
| ever transitioned between two teams | Especially in a larger team, communication is critical,  - 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.  - Training their engineers.  - Ensuring the proper documentation is maintained |
| struggled to delegate tasks | EM recognize which tasks have a higher priority  -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).  -unfortunate, firing an engineer might sometimes be necessary. |

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| 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 communical skill.  -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.  -concensus and collaboration |
| Leader: | -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 |
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**MISC:**

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| complex technical problem you faced | performance of a critical component in our distributed system.  -Analysis  -Data collection  -RCS  -LOAD TEST  - |
| foster a culture of innovation | -Encourage open commu.  -Provide Autonomy of thought  -time for creative think, brainstroming  -reward and rcog. |
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| Why **do you fit into** | Alignment with Values  -  core values of innovation, integrity, and customer success.  Collaborative Mindset\*\*:  -  thrive in environments that foster collaboration and teamwork.  Continuous Learning  -  embrace opportunities for learning and skill enhancement, which allows me to stay agile and adapt to evolving challenges.  Customer-Centric Focus  -  my own belief in prioritizing customer needs and satisfaction.  -  Diversity and Inclusion  -  essential components of a vibrant and innovative workplace |
| are you looking to work | Innovation\*\*  -innovation and cutting-edge technology excites me  :Impact\*\*:  -mpact by transforming the way people work.  Culture\*\*:  -collaboration, diversity, and continuous learning resonates with me.  Growth\*\*-  -personal and professional growth, offering challenging opportunities.  :Mission\*\*: company mission to to make the world of work simpler, faster, and better for people. |
| you think you would be a good fit f | Experience\*\*:  -and skills that directly align with the requirements of the position.  Expertise\*\*:in [specific relevant skill or area] will enable me to excel in this role  Team Player\*\*:   * ollaborative environments and am adept at working effectively with diverse teams.   Problem-Solving Skills\*\*:  -allowing me to tackle challenges and find innovative solutions  Adaptability\*\*:  -adaptable and can quickly learn and apply new concepts |
| handle projects with conflicting due dates? | Prioritization\*\*:  -urgency and importance of each project  Communication\*  -with stakeholders to negotiate deadlines  \*:Time Management,  -Break down tasks, allocate time effectively  Flexibility\*\*-  adjusting timelines or delegating tasks to meet deadlines  :Problem-Solving\*-  potential conflicts and address them early |
| How do you prioritize? | Assessment\*\*  -tasks based on urgency, importance, and impact on overall goals  :Deadline Sensitivity,  -deadlines and commitments to determine priority levels    \*\*Resource Allocation\*\*  -manpower, and resources based on priority rankings  :Communication\*\*  -stakeholders to ensure alignment on priorities and expectations  :Flexibility\*\*:  -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:**

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| **Challenging Project**: | **-**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** | **-**stay updated with industry trends and encourage continuous learning within my team.  **-** |
| **Fostering Collaboration and Communication**: | **-**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**: | 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**: | **-**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**: | **-**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**: | **-**continuous learning, attending conferences, participating in webinars, and networking with peers. |
| **Mentorship and Career Development**: | **-**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**: | **-**based on their strategic importance, impact on business objectives, and resource availability  **-** ollaborate closely with stakeholders to define project priorities and allocate resources effectively to meet deadlines.  **-**needed to ensure optimal project outcomes. |
| **Leadership Style**: | **-**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. |
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**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

**INTERIVEW 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**