

BUILDING AN INTERVIEW PROCESS

BESPOKE

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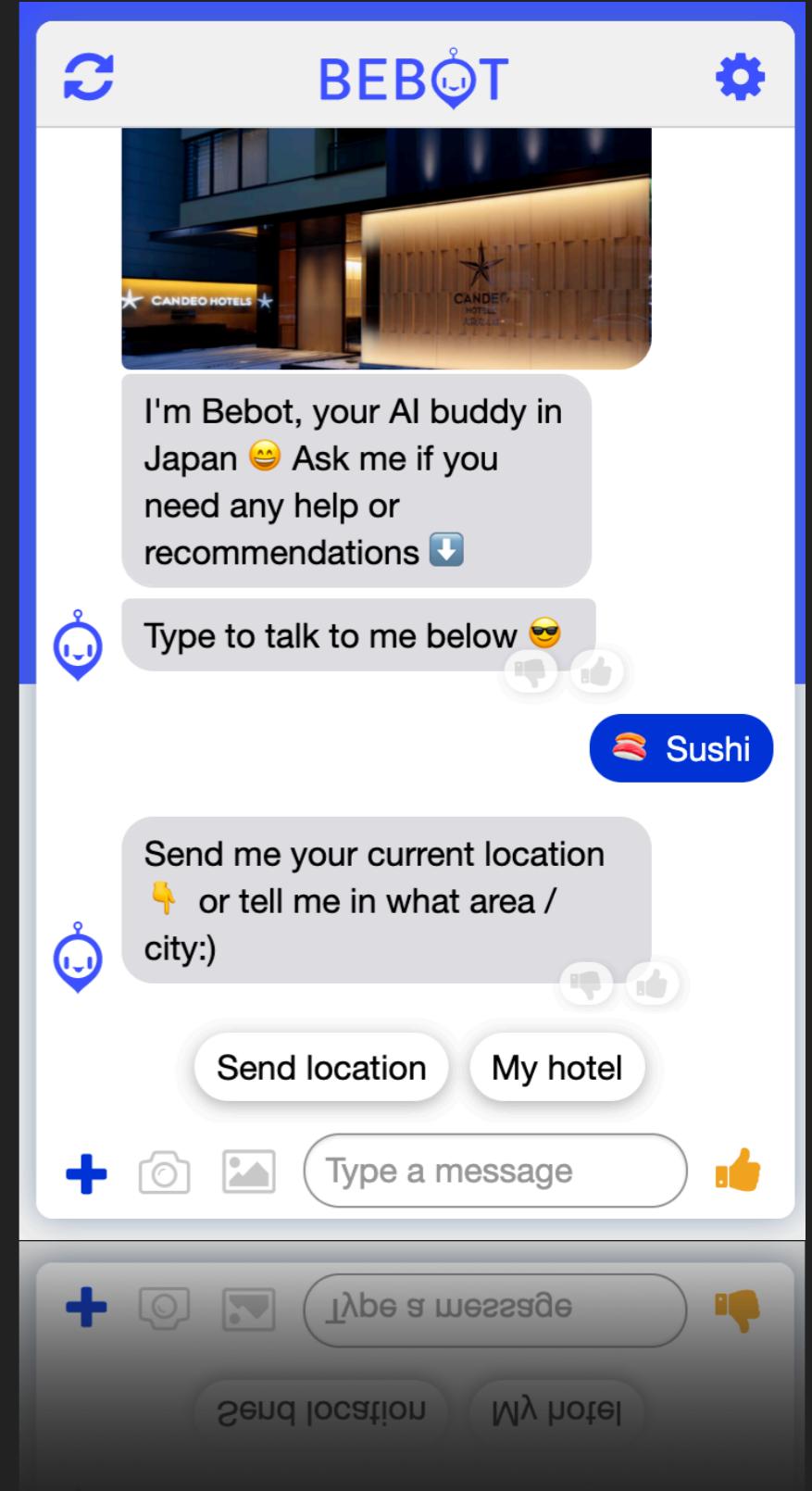
THE PROBLEM



AI Chatbot startup

wanted to grow to >2X tech team in 6 months

Roles ranging from **Web Developer** to **ML Engineer** to **Technical Product Manager**



PREVIOUS INTERVIEW PROCESS



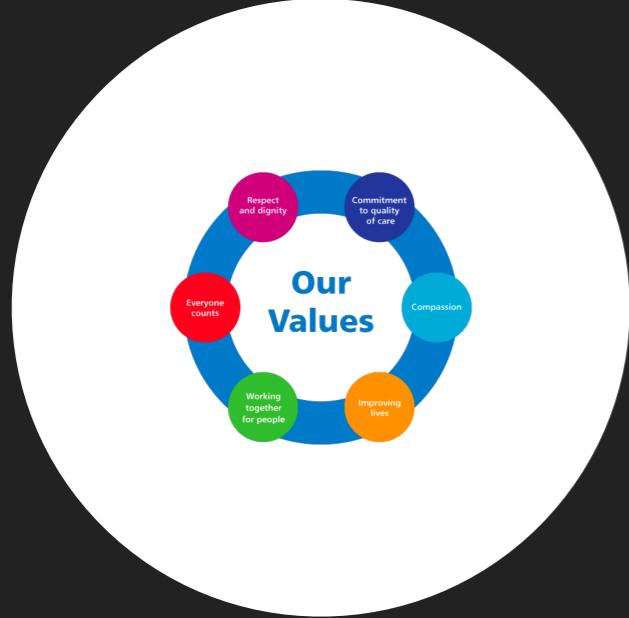
1. Resume review
2. Questionnaire, including coding questions
("a couple hours")
3. 2+ interviews
4. Real task with the team
(up to 2 weeks)

**“I DIDN’T KNOW INTERVIEWS
COULD BE REPEATABLE”**

Bespoke Engineer

APPROACH

BESPOKE



1. Define values



2. Define (total) vetting needed



3. Identify constraints

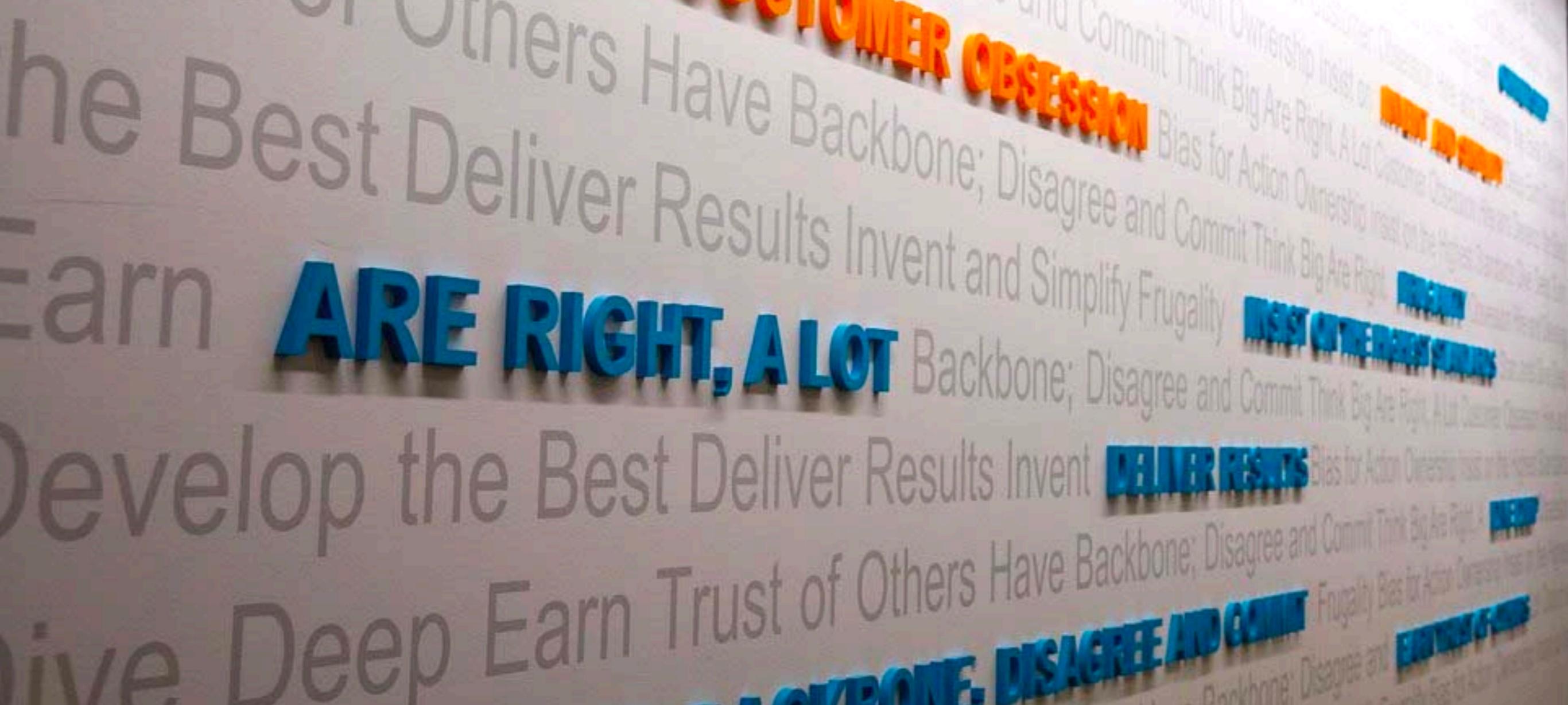


4. Define steps



5. Templatize, execute, and iterate

STEP 1. DEFINE (OR VALIDATE) VALUES



amazon

1. Survey all team members

- ▶ "What 4 traits do you most value in coworkers?"
- ▶ "What do you value about our company?"
- ▶ "What issues have you had with coworkers in the past?"



Also do it yourself



2. Aggregate and groom into new values (or validate/update existing)

- ▶ 5 to 7
- ▶ Ideally little overlap, but trade-offs OK



Amazon has 14

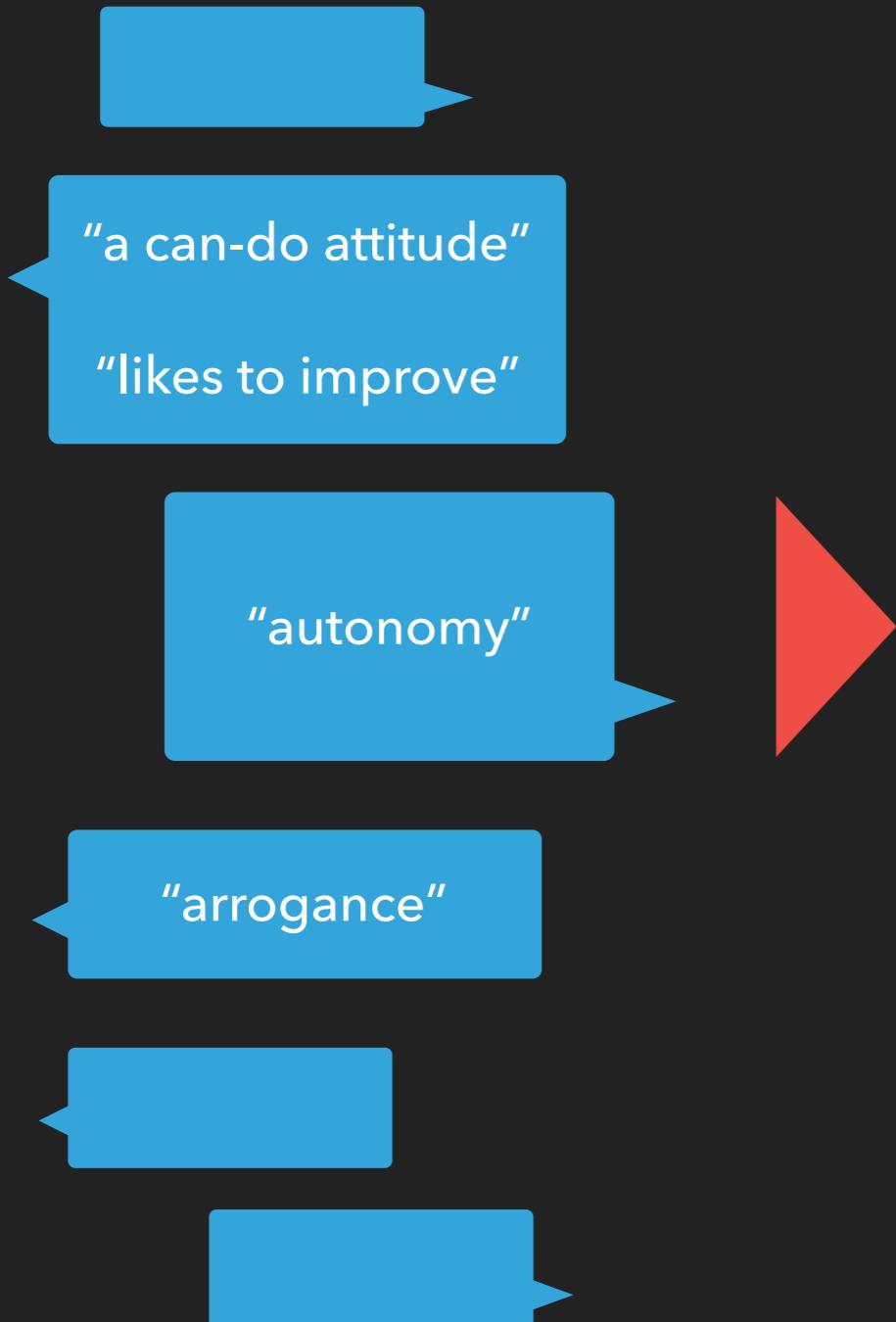
“a can-do attitude”

“likes to improve”

“autonomy”

“remote-friendly”

“arrogance”



Autonomous

... gather the information they need . . .

A teamplayer

... listening before speaking . . . modesty . . .

Open-minded and pragmatic

... open to changing requirements . . .

Data-driven

... clear because there's data . . .

Dependable

... when they say something is done, it's done . . .

Excited

... new problems are a fun challenge . . .

“Tell me about a time when you were given a task that was not well defined.”

“Tell me about a time when you had a disagreement with a coworker.”

“Tell me about a time when you had to compromise on your standards.”

“Tell me about a time when you assessed priority for a new bug report.”

“Tell me about a time when you fixed a complicated bug.”

“Tell me about a time when you improved the user experience in a project.”

Culture Fit Interview Questions

The Definitive List for Leaders & Recruiters
Who Want to Hire Rockstars

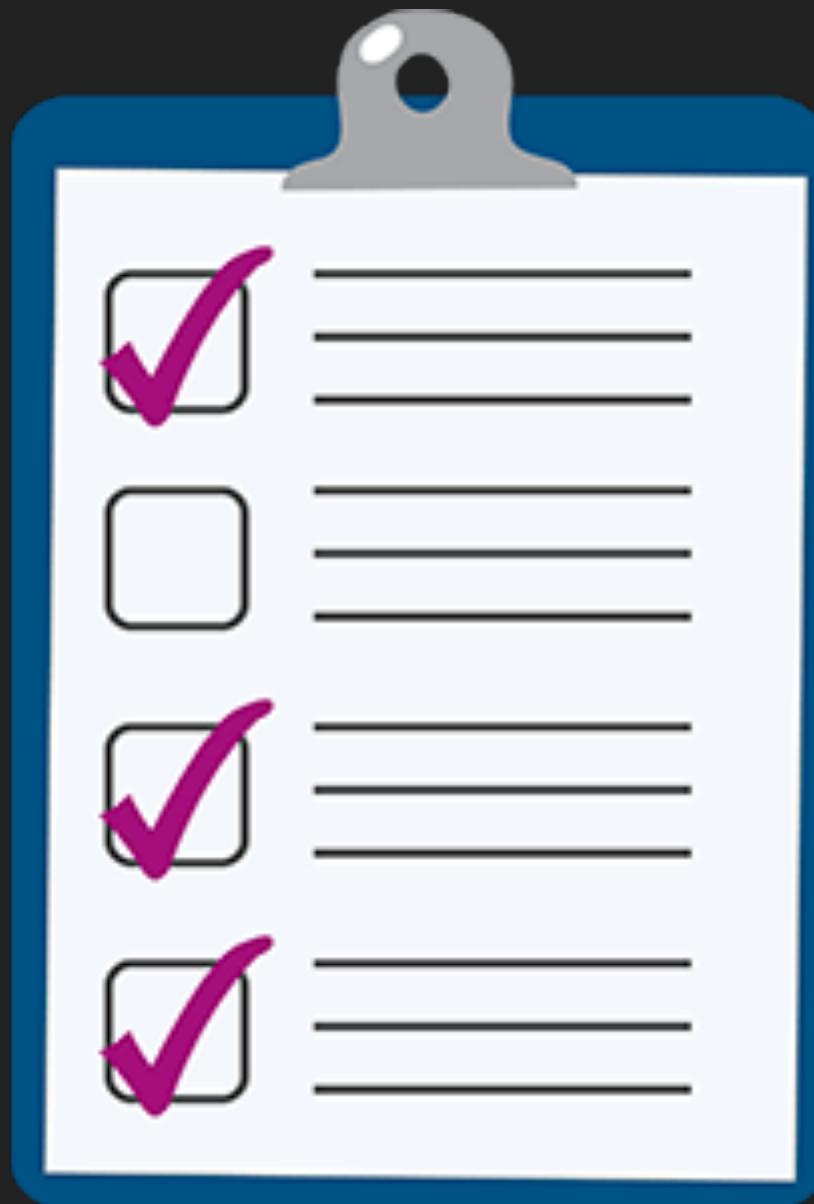
Authors: Natalie Davis, VP of Talent, IMPACT





STEP 2. DEFINE (TOTAL) REQUIRED VETTING

EXAMPLE: SOFTWARE ENGINEER



- ▶ Need to meet values
- ▶ Need prior **coding** experience
- ▶ Buy-in from 3 of our senior engineers

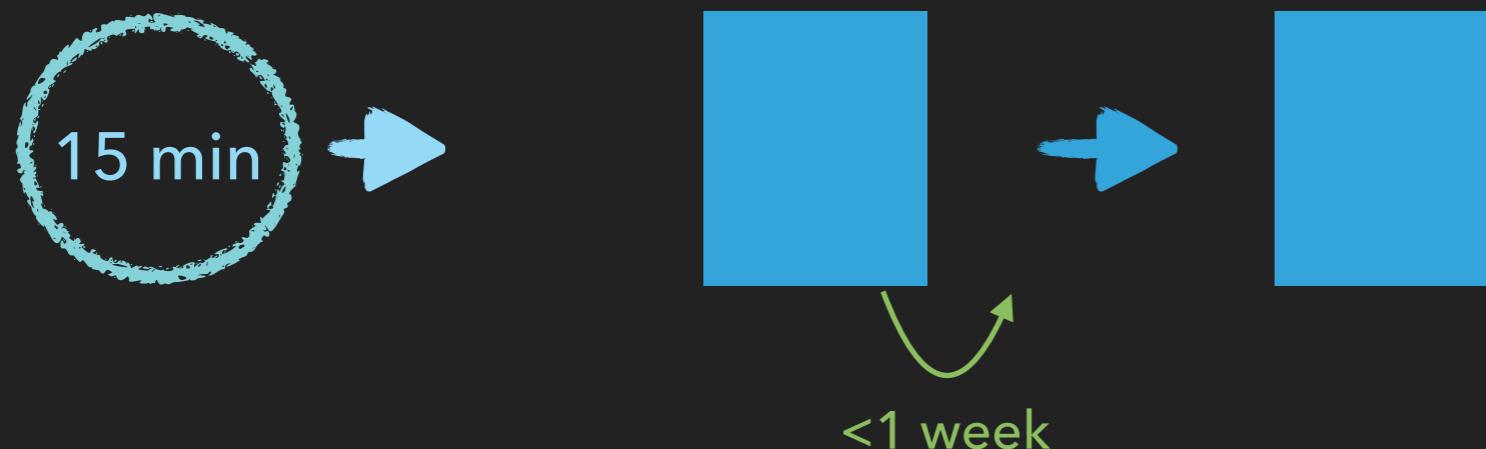
STEP 3. DEFINE CONSTRAINTS



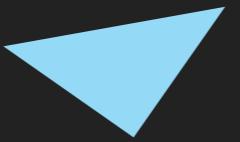
TIME, AVAILABILITY, LOCATION/EQUIPMENT, ETC

Interview 20 candidates per month → 30 min prep

“As a candidate, what would I want?”



(minimum # of)



STEP 4. DEFINE THE STEPS

LIVE CODING

VS

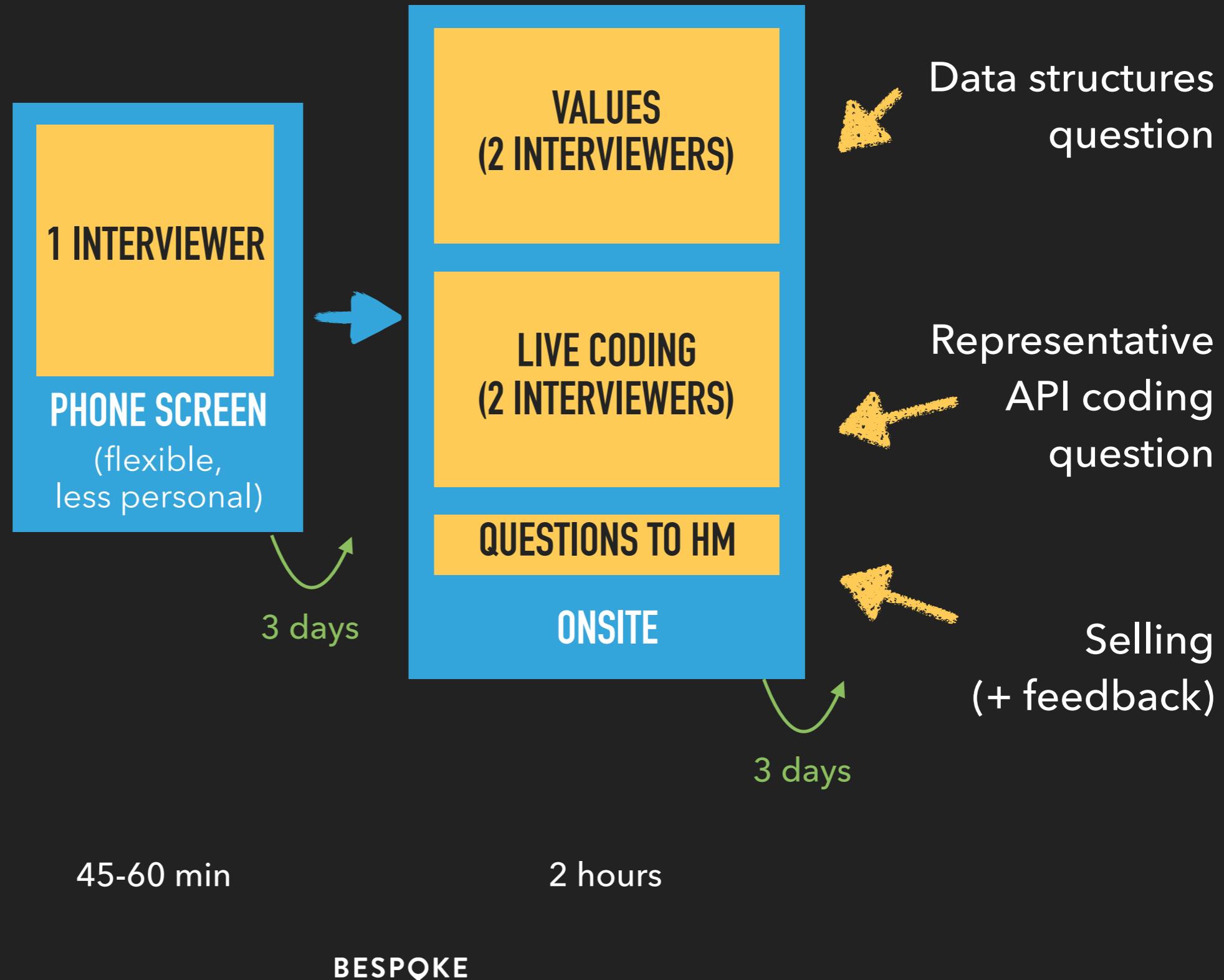
ASSIGNMENT

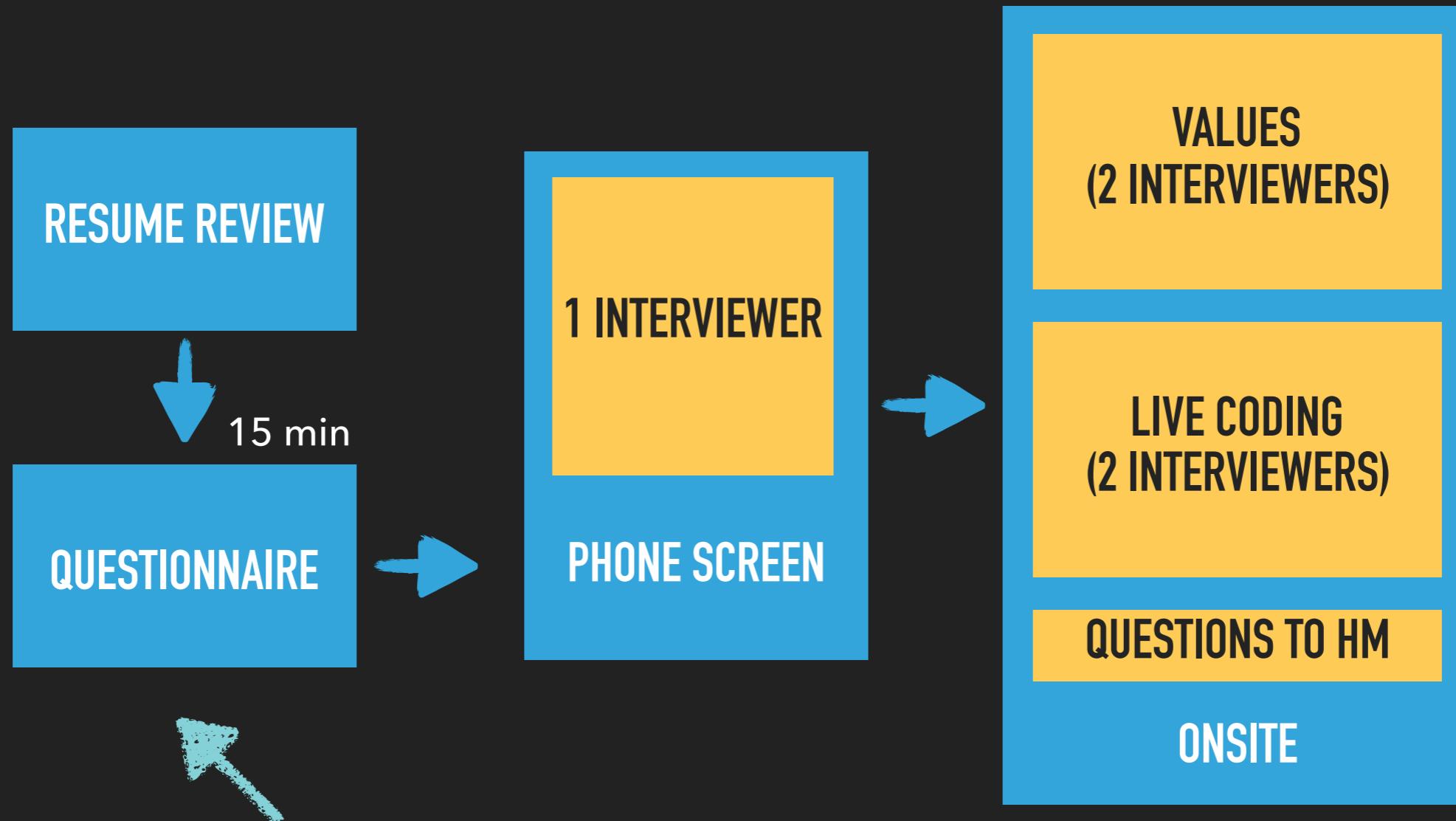
- + Quick
- + Observe candidate's thought process
- Less information
- Stressful
- + More complete
- + Go at their own pace
- High time investment for both parties
- Inconsistent effort across candidates
- Cheating

“Can we make live coding work?”

Most complex project

- Seniority
- Trust (aka BS detector)



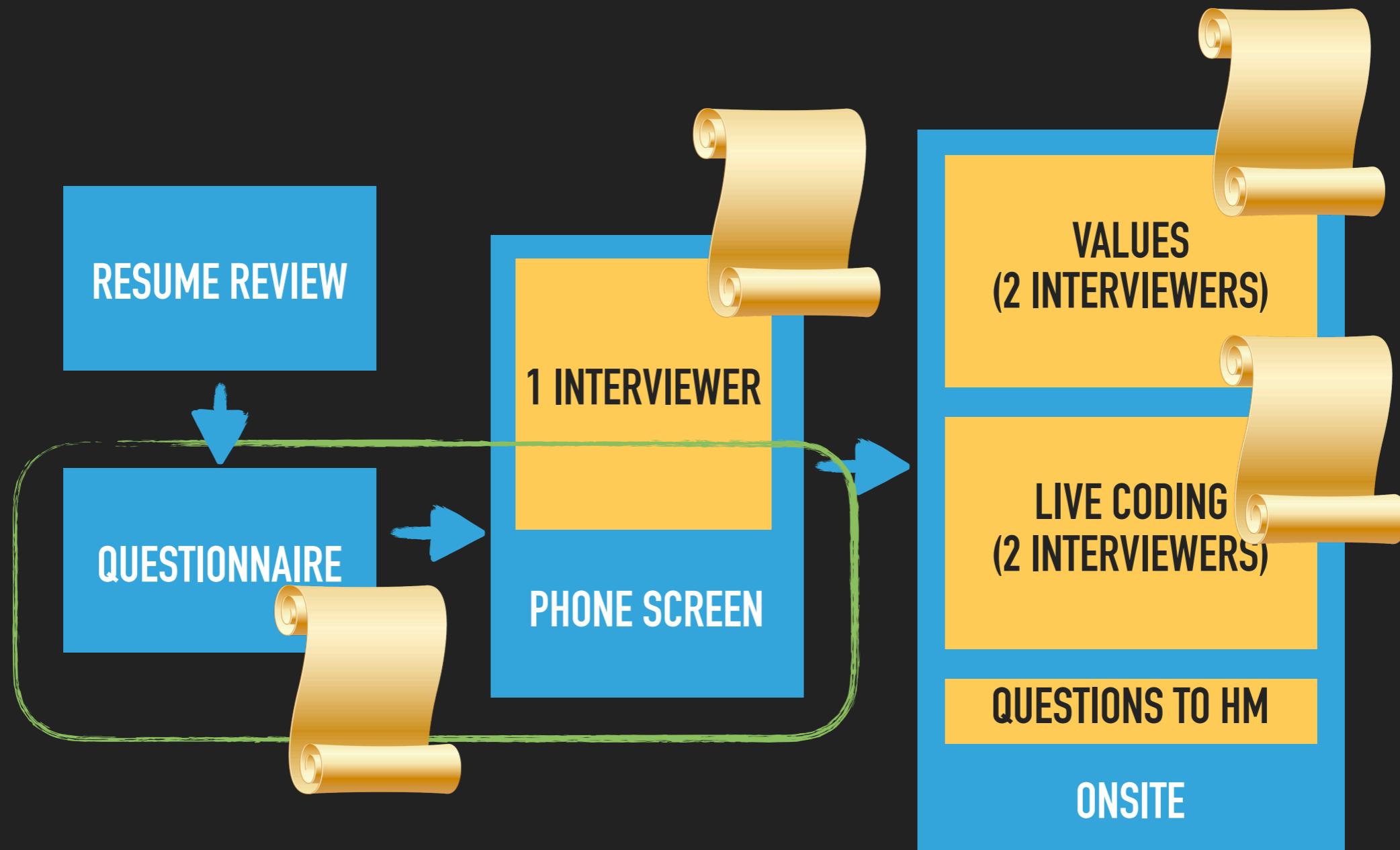


“Would I make a decision based
on this question?”





STEP 5. TEMPLATIZE, EXECUTE, AND ITERATE



Resumes: ~100

Phone screens: 54%

Onsites: 27%

Offers: 9%

THANKS!

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