**Why GCP?**

**How will you highlight Google Value Proposition?**

**Tell Me a time you disagreed with your manager?**

Cloud

**How do you handle difficult stakeholder?**

**How do you identify key stakeholder?**

**How do you tailor your pitch based on audience?**

**What’s your framework / strategy when engaging with stakeholder?**

**You have not worked in customer facing role. Why shall we hire you?**

1. I represent typical customer who GCP is trying to win over.
2. I come from Large Enterprise in finance industry and then a wealth management firm from ex-sovereign wealth fund.
3. So, I have good knowledge of challenge customers are facing and I bring it customer mindset in the team.
4. I am avid learner and has successful track record learning and delivering on new skillset. FRM, Cloud, entire IT Leadership.

**How do you balance need between company need and customer need?**

**How do you balance need between customer and company?**

In Indian tradition, when we start new financial year, first thing we write is Shree Sava. Which means 25% profit is fair. And the entire idea is keeping your profit fair. Too little profit is harmful in short run and too much profit is harmful in long run. Customer knows we are in this for money so keep your profit fair and focus on delivering value for money to customer.

**Key to customer success is to watch for corners and identifying the feature users need but they yet don’t know they need it.**

**When have you utilized Use Case and PoC? What’s the importance of PoC?**

Choosing CRM

Choosing entire cloud stack Between RedShift vs Snowflake vs Data bricks

It helps one understand real potential and limitation of given technology, uncovers many unspoken requirements, and clarify many assumptions.

**How do you compare two approach / solutions?**

1. Fulfils functional requirements
2. Security
3. Performance
4. Total Cost of Ownership
5. Scalability
6. Product Maturity
7. Compliance and regulatory requirements
8. Vendor Lock in
9. Resource availability

**Technical counterpart which didn’t agree with your solution.**

Meta Programming

**What are your biggest strengths?**

Focus on simple, first principal-based solutions. I avoid over engineering at all costs. Sugar CRM, using Jenkins as data pipeline tool. Using APEX to build UI first culture.

**What are your weaknesses?**

Cannot

**Your three failures and what did you learn from it.**

**The most challenging technical solution.**

**Why GCP?**

1. Do Not praise google of yourself in generic words
2. Purpose
3. Job Description
4. Google Product
5. Structure:
   1. 1 Min and less
   2. Rule of 3
6. **Business Vs Tech**
   1. Cost Structure
   2. Flexibility
   3. Performance
   4. Technical Sides
   5. Security, open source, Anthos
7. **Cloud Framework**
   1. **Attach GCP strategy to framework**
8. Goals and Objectives
9. History
10. Timelines
11. Budgets
12. Resources
13. Risk Appetite
14. Scope and Scale
15. Stakeholders
16. Success Factors
17. External Constraints like Data Sovereignty, Compliance

1. **Cloud Utilization**
   1. Depends on industry
   2. Industry
   3. Which is better IaaS Vs PaaS
2. **Cloud Details**
   1. Give Brief but specific details
3. **Passion**
   1. GCP can win
4. **Urgency**

**How do you handle tough stakeholder?**

1. When possible, understand the reasons for being tough. Misunderstanding / misconception, bad experiences, high expectations, insecurities
2. For that, Communication is the key
3. When in disagreement, 50% chance of I am being wrong, so be open and listen
4. Friendliness might be optional, but respect is compulsory
5. This communication would eventually facilitate to understand what works with him and what does not
6. Identify those common grounds and build from there

Example:

In Barclays, our platform was catering to 4 different lines of business. One stakeholder from Equity Risk team always had all the CR with criticality 1.

I tried explaining many times that quite of few of them does not qualify for criticality 1.

He would say I am the business owner and I define the criticality.

So, after couple discussions I understood that his prioritization was focused only on his LOB and expected that it cannot go through normalization across teams. So, I discussed with all business and developed a system where business would quantify the impact of their CR in terms of RWA saving and compliance burden and CR would be prioritized based on the largest impact. Based on initial scope, each LOB would have rough allocation of resources where they can replace their 1 CR with other or low priority requirement with high priority CR. If they need significantly large work to be picked up, they need to get resourcing approved. System became transparent and engagement was smooth.

**How do you prepare for your meeting?**

**Individual Strength**

* 1. Generic
  2. Specific
  3. Experience to drive impact
     + 1. Experience
  4. Combine: Combine high level to specific example
  5. Contributor for future
     1. Generic question
     2. Ability to navigate ambiguity
  6. Grow into different roles: Growth mindset
     1. Skill Development
     2. Work Hard
     3. Learn from Past mistake
     4. Embrace Challenge
     5. Welcome Feedback
     6. Celebrate other’s success
  7. Ask Questions
  8. How Questions
     1. How do you identify risk in program?
  9. Tell Me about time Questions

Diagram

Description automatically generated

**How would you improve customer satisfaction from 80% to 90%?**

1. What type of Customer? Big enterprise or nimble start up?
2. How Old is Customer?
3. Entire userbase or company or department?
4. What type of products?
5. Has this been attempted in past and failed?

**Framework**

1. What are the overall resources?
2. What are the constraints?
3. Total Scope and Scale?
4. Who are the stakeholders?

**Assumptions**

**Solutions**

1. Gather ground information.
   1. Gather all data points
      1. How 80% is derived
      2. Performance
      3. Utilization
      4. Scalability
      5. Ease of use
      6. Major issues
   2. Analyses trend
      1. See if I can locate any pattern in data: A type of users, age group of users, department of users, Area of dissatisfaction etc.
   3. Look for experience we have retained
      1. If we have solved similar problem or similar problems, then use that knowledge and deploy it.
      2. If its brand-new problem
         1. Locate the problem or area of improvement before applying solution
         2. Contrast 80% vs 20%
         3. What is common among 20%

**How would you improve GCP customer satisfaction from 80% to 90%?**

1. What type of Customer? Big enterprise or nimble start up?
2. How Mature is the customer in cloud journey in general and GCP in specific?
3. We are looking at entire company or any specific department?
4. What type of products?
5. Has this been attempted in past and failed?
6. How this 80% number is arrived at and what are the components?

**Framework**

1. Gather ground information
2. Listen and understand
3. Define problem more specifically
4. Search for past reference and see it can be applied

**Assumptions**

1. Enterprise client
2. Only GCP user
3. Mature Cloud provider
4. Cost, ease of use, visibility, slow adoption, not as high Managed service as expected

|  |  |
| --- | --- |
| **G** | **Goals** |
| **H** | **History** |
| **B** | **Budget: Capex, OpenX** |
| **T** | **Timeline: Task, Dependency, mile stone** |
| **R** | **Resourcing** |
| **R** | **Risk** |
| **S** | **Size of Customer** |
| **S** | **Scale** |
| **S** | **Stakeholder** |

**Open Ended questions:**

1. **Clarify and ask questions**
2. **If needed, ask for half minute to formulate and structure your thoughts**
3. **Give high level bullet point based answers first**
4. **Drill on each bullet points and check if they want me to cover more**

**Historical Context**