## Human longevity

1. Financial services
2. Thought leader
   1. Miss her terribly
   2. Look at the business, work with the leader
   3. Drive strategy
3. Business analysis
   1. SQL/SAS
4. Tableau analyst role
5. MS Access
6. National Funding
   1. Somebody who came in and drove strategy
   2. Excellent communicator
   3. How they do marketing
      1. How they do marketing, segments, etc.
      2. Helping support those initiatives and looking at those analytics
      3. Running analytics
      4. They do use tableau
      5. Acquisition
   4. 8% bonus
   5. Boolean
7. Salary range
   1. 10% Bonus
   2. Environmentally forward
   3. ECO ATM
      1. Redbox
      2. Coinbox
   4. ecoATM Gazelle
   5. Conference rooms are named after breweries
   6. 100+ people supporting kiosks, etc.
8. Zhi Zhou
   1. Sister and boys were in town
   2. Santa Barbara
   3. Lived in SD for 2003
      1. Cap 1
   4. Half in 555 and then 2 days in Palo Alto
      1. All the engineers are in Palo Alto
      2. 1/3 in Palo Alto
9. Xin Ge
   1. Program Teams
      1. Bennet
         1. Promotion and incentives
      2. Zhi Zhou
         1. Loss target of certain numbers
         2. All payment related losses
      3. Peggy
         1. Appeasement
            1. Unhappy with the service so they decide to write in and make them happier
            2. PNL
         2. Juicy PNL to work for
         3. First team
         4. Own program engineers and dedicated data science team
      4. Data Science
         1. Modelling and feature engineering attributes
         2. Machine learning
      5. Engineering
         1. Two big chunks
            1. Program engineers
            2. Platform engineering

Build a tool that specifically analyzes the device

Look at GPS

Decodes voice messages

* + 1. Product Management
       1. Leads all the strategy planning for Risk
    2. TJ
       1. OKR Tracking
       2. Operations team to figure out what type of difficiencies
    3. Peggy
       1. OKR –
       2. Very detail oriented
       3. Knows when the numbers do not drive
       4. Communication skills are very good
       5. Very logical and articulate
       6. Communication skills
       7. Quiet side in the beginning or in general

## **Tell me a little bit about yourself**

My name is Jason Seto, grew up in Southern California, I’m a graduate of UCSD’s Management Science Program and Rady’s School of Management’s undergrad program.

My first job in undergraduate was working with the Alliance to Save Energy, an engineering optimization and sustainability firm (if you’re ever at any of the UC Campuses, and find yourself really loving the optimal lighting configurations– you can thank me now!)

Shortly thereafter, really found myself enjoying the quantitative modelling side of the work and became an associate with Qualcomm’s Financial Engineering organization working on core financial analysis and forecasting

Had a few close friends talk about some of the work I was doing, and gentleman by the name of Jack Lew, former White House Chief of Staff and our Secretary of the Treasury at the time, overheard. Next thing you know, I was getting the recruiting call of the year from the White House asking if I wanted to continue doing what I love for my country. I answered the call and worked as an Operations Research Analyst for the next few years within a consulting unit called the Office of Applied Analytics and Statistics and that’s where I found my calling. Working in fraud prevention, I have the dubious honor of building a team that detected and analyzed the most substantial electronic fraud event to ever face the federal service (you can check out CSPAN for some of my work!)

And as administrations move, so do their analysts, and I took up work with Elevate, a financial technology startup that recently IPO’d out in San Diego where I’ve spent time in the fraud operations, strategy, and analytics team tackling the $300M fraud loss portfolio as well as serving as the company Data Assets Lead within the Data Science team where we serve as consultants for the business to figure out new ways to leverage third party data, analytical techniques, and modelling to improve the business.

And to tie it all together – when I look at my experiences, and I’m happy to give more specific examples at each position –my greatest moments, passions, and strengths have been the ability to work with my business partners and clients to develop innovative strategic vision for a project, while also being able to transform that vision through deep quantitative analytics.

This is why I was pretty excited when I saw this opportunity with the Risk team at Uber, since it seems like a great blend of my interests and the needs of the company.

What about yourself? Would you mind telling me about yourself?

## **Why Uber?**

1. Mission:
   1. Uber is an app on my phone RIGHT NOW. Travis put out an interesting quote in one his speechs on Uber back in 2016: I think the motto of “transportation should flow like water, often and everywhere” I think the opportunity to work at the scale and breadth of a company that touches the lives of some many people is extremely appealing as well.
2. People:
   1. I think the opportunity to work with some of the best and brightest in my field is a huge draw. I’ve taken some time to listen to interviews of people who have worked at Uber, looked at some of the bios of the fraud analysts on the teams, and spoken with a friend of mine who works there now Yixin Zhu, and the consensus is clear. And the cool thing is that it’s not just in the analyst of fraud cohort: when I look at the talent of engineers, data scientists, and analysts in the company, I quickly realize that I’m looking at some of the leading experts and technologists in the world… and the potential to work, mentor, and learn alongside those individuals is an opportunity that really speaks volumes to the why.
3. Role:
   1. I think we all grow up wanting to be super heroes to some extent, and even though I never managed to shoot lasers out of my eyes, catching bad guys with numbers and analytics is even cooler!

## **What do you see yourself doing?**

1. Asking a lot of questions
2. Dean Silverman, a partner with McKinsey and one of my mentors while I worked with the IRS. His favorite quote was: asking the right question is 75% of finding the right answer to a hard problem. I’m a firm believer in the ideology, and whenever I begin work with an analytic team, I spend a considerable time to problem frame: what are we trying to solve.
   1. At Elevate, we had a classic example when I entered the company in the Fraud, Strategy, and Analytics team, we had an incomplete scope of what fraud actually was at the company.
3. What about when customers are exactly who they say they are, but they choose to lie? First Party Fraud
4. What about customers that don’t actually exist, Synthetic?
5. What about
6. And what ended up happening was a scope that initially spanned 20-30MM in losses, quickly grew to 200M, and the opportunity to find solutions for this problem grew as well.
   * 1. The question went from: how can we build a better rule, to how can we reduce the likelihood that customers take advantage of our platform?
        1. Soft behavioral economic adjustments in our application flow
        2. Account takeover prevention strategies
        3. Modelling
        4. Catch and release mechanisms (RFAI)
7. The way you do that is by challenging the existing quo of the “Why?” and layering on peripheral expertise in industry and experience.

## **Why are you leaving your job?**

1. A big part of that is Uber’s business model: Transportation should flow like water, all the time, and everywhere. I think Uber is a once in a lifetime type of company, and the ability to work with a company that impacts every single person on the planet is something I’m really thrilled about.

## **Compensation**

1. I generally weigh the opportunity to grow both skill-wise and professionally very heavily as well as the culture of the analytic teams
2. Would you be comfortable with sharing the expected range for the position?
   1. No
   2. Given considerations in terms of cost of living increases, relocation and current RSU of my company, I’m looking for a base salary of around 115K, and that would be dependent on offers in terms of equity, stock, benefits in addition to the opportunities in skill and professional growth.

## **Questions for you**

1. I know there’s a variety of potential vectors for fraud: first party, third party, synthetic fraud: what would you see as my top priorities entering into this role?
2. What about my background, from a quantitative and management perspective, do you think would be used to address those roles?
3. If I were to step in as a senior analyst, what would the trajectory look like for me?
4. I’m really passionate about this opportunity, and I want to make sure you have all the information you need and concerns addressed. Is there anything that I’ve said or haven’t said that might lead you to believe I’m anything but an ideal candidate?

## Tell me about a time you disagreed with a coworker?

Disagreements happen all the time.

## What do you consider your greatest strength?

Leadership

Passion

Agility

## What do you consider your greatest weaknesses?

Leadership – I naturally gravitate towards leading initiatives or projects. In theory this is a very positive trait, but working at the Service, one of our biggest goals was making data analytics impactful. But a secondary, arguably more important goal was making data a part of the culture of decision making. This is something I’m still learning to balance between myself and individuals I end up working alongside.

Passion – I am extremely passionate about the work that I do. And when I tend to be very direct. This is something I actively address. So typically after a meeting apart from the tangibles of next steps, I’ll ask how did it go, was there anything you thought you’d like to hear/see

Agility – I

Job Description

**Uber Overview**

Uber’s Risk Team is at the forefront of one of the world’s biggest challenges. Every day we process millions of mobile transactions in over 75 different countries, while also issuing driver-partner payouts on weekly, and in some cases, daily basis. As we grow and rapidly expand our transaction base across emerging products, we face new and interesting situations that many companies have never encountered. Our goal is to deliver innovative risk management in the two-sided marketplace to maximize legitimate revenue and sustainable growth.

**Job Description**

This is a fast-paced, hands-on role for an experienced fraud or risk professional who can successfully manage large projects across product, engineering, data science, finance, security, and operations stakeholders in a complex environment. As an owner of key loss metrics, you should have the analytics experience, intellectual curiosity, and resourcefulness to identify, measure, and mitigate new and emerging loss vectors. In this role, you will serve as the global subject matter expert and thought leader on techniques that mitigate risk of financial losses while also maintaining a positive user experience and enabling Uber to continue making big bold bets.

**What You’ll Do**

Establish a Foundation by designing, coordinating, and implementing Uber’s framework for mitigating the risk of fraud and financial abuse across riders, drivers, merchants, and affiliates financial abuse across riders, drivers, merchants, and affiliates

Build Our Business Strategy by collaborating with product and engineering teams to define product roadmaps and strategy, while designing solutions that prevent, detect, or action against fraudulent or suspicious user behavior

Deep Dive into Data through systematic and ad hoc analyses that identify root causes of loss segments and estimate the impact of new products and processes

Analyze and Design Rules that introduce appropriate amounts of friction for suspicious Uber users based on high risk user characteristics and machine learning models

Communicate Results on a regular basis to stakeholders around the world, including executive leadership

Execute on Projects by implementing policy proposals, developing the user support experience, and coordinating work across teams to deliver on short- and long-term risk, fraud, and payments efforts

**What We’re Looking For In You**

4+ years experience in Risk Management (payment fraud, Incentive or Promotion abuse, collusion). Experience with merchant, seller, or publisher fraud.

* Application, transaction, and account management side
* Collusion
* Promotion abuse
  + I see it as a subset of first party fraud
* Payment fraud
  + I’ve worked at companies where we do some of the riskiest things imaginable – like lending thousands of dollars to complete strangers over the internet and hoping they pay us back
  + Chargeback fraud

Quantitative background in statistics, math, computer science, business, or related disciplines

* My undergraduate was in management science, which many universities refer to as operations research, and basically it’s a quantitative and mathematical approach to answering business and economics questions. We had sequences in actual linear programming, optimization, econometrics, forecasting, etc.

Strong analytical skillset and experience with analytics tools (Excel, SQL, R, Python, Tableau, and other statistical or data analysis packages)

* My motto for tools is to use the one that’s most ubiquitous in the business, but keep the eye on industry
* ELVT’s portfolio and analytic teams leverage SAS, SQL Server, and some R. The data science team leveraging primarily R and Python. And our

Exceptional communication and presentation skills

Creative problem solving and critical thinking skills

Ability to take initiative in a fast-moving environment and independently make decisions or take risks with incomplete information

Experience leading a team a plus

* Leading tactical quantitative teams is easily where I’m most at home. At the service . And it’s really something that I’ve made into a highlight everywhere I go. At Elevate I host a bi-weekly analytics methodology collaboration. I was also responsible for training and working with
* When I worked at Elevate I trained two junior analysts

1. I’m fascinated by the developments going on in the world of machine learning and modeling, I know Uber has a robust data science team and I wanted to ask what opportunities
2. What excites you about the work you do, and the team here at Uber?
3. Is there anything that I’ve said or haven’t said that might make you believe I’m anything but an ideal candidate?

## **Types of fraud at Uber**

1. Driver Fraud
   1. Compliance/criminal
      1. Underage
      2. Other driver
      3. Soliciting other business
      4. Ineligible to drive (suspended license, DUI, criminals)
   2. Third Party
      1. Fake docs
   3. First Party
      1. Fake docs
      2. Upcharges
      3. Fake cleaning fees
      4. Self rides
   4. Other car
2. Customer Fraud
   1. Compliance/criminal
      1. Underage
   2. Competitor Fraud
      1. Excessive cancellation
   3. Promotion Fraud
      1. Rider creates a bunch of accounts trying to get free rides
   4. Refund/Credit abuse
      1. Multiple requests for refunds
   5. Chargeback fraud
      1. Developing confidence around fraud signatures
      2. Third Party
         1. High confidence
            1. Fraud rings identified
         2. Medium confidence
            1. Customer IDT researched and verified by agent
         3. Low confidence
            1. Existing fraud defenses stopped the transactions
      3. First Party Fraud
         1. Driver and customer disagree on charge
         2. Customer
         3. Mitigation strategy
            1. Assign a risk score for the customer
            2. Ask for confirmation about intended route prior to starting
            3. Display fun facts about driver prior to starting off
            4. Have drivers that the rider may be more empathetic less-likely to chargeback on accept the ride in peak supply times
      4. NSF
         1. Credit card limit issues

## Discussion with Amy Chen

Uber – David, Amy from Risk. 2 heads of risk, xin ge … jiao

1. 2 or 3 days
2. Once I come onsite, they’ll arrange the hotel and travel
3. 6 people – 30 / 45 minutes per person. 4.5 hours
   1. Technical skills
   2. Analytical skills
   3. Knowledge of risk
   4. Think on my feet, prior knowledge, things that uber specific
   5. Business Communication skills
      1. How passionate you are about Uber, how motivated I am to join
      2. Short term and long term goals
4. Peggy Peng,
   1. Role fit
   2. Technical aptitude
5. Uber
   1. A bar raiser
6. Lunch
   1. Before 12 at the cafeteria
   2. After the onsite walk us out
   3. What went well, what didn’t go well
7. Favorite teams
   1. 15,000 learning advancements
   2. Best of the best
   3. Ze and Xin Ge (jee), 50
      1. Legends in the risk and fraud space
   4. Uber moves with the interview process
      1. Decision in the next steps within 2-3 business days
      2. Offer in the next two days
      3. Offer within 48 hours to make the decision
   5. Friends and bonded, and a lot of team bonding
   6. Peggy Peng, Manager
      1. Peggy can do review
      2. TJ – Xin
   7. 40 people
8. Energy – Uber
   1. The energy within Uber, momentum, and speed. You are all working together
9. Interviewer
   1. Split between Palo alto and san Francisco

## Uber

1. Schedule
2. Replying back
   1. Dietary restrictions
3. Dress
   1. Casual
4. Arrival
   1. Sign in on Ipad
   2. Meet with kevin
5. Interview
   1. Bring a laptop, resume, cards
   2. Read news about the company [Uber's Newsroom](https://newsroom.uber.com/)
   3. Hacker Rank
      1. <https://codepair.hackerrank.com/paper/yzvtyqktiiwjkslmhjcatxqyxqmosrac?b=eyJpbnRlcnZpZXdfaWQiOjM4MTI5MCwicm9sZSI6ImludGVydmlld2VyIiwic2hvcnRfdXJsIjoiaHR0cDovL2hyLmdzLzFiYjlkYSJ9>
6. Additional Followups
   1. No more than $60 per day
   2. UberX to and from the interview

  Your **legal name**as it appears on your identification**:**

a.      **First:**

b.     **Middle:**

c.      **Last name:**

2.     **Date of birth:**

3.     **Gender:**

4.     **Cell phone number:**

5.     **Preferred departure city with date and time/return time**:

## 11:00 AM Uber Acceptance

1. Zhi Zhou works directly with Xin Ge, breakdown of the teams go. Day to day vibe.

Base + Equity

1, 290K

140K base, 60,963

200,963

5000 RSU x preferred share price (40.77 cents

November 2015 $40.77 were the exact cost per share

Realistically valued at 70Bn +

Apply a 10% growth to the equity

Do not pay taxes on equity until the IPO, after IPO there is a 6 month lock up period

Bonus: Target bonus

Can’t give a for sure number

Performance reviews which are twice a year

Once in January, once in July

Mixture of cash and equity

$40,000 bonus

Last year 20% cash, 80% equity

Closer to IPO it will be higher cash and lower equity

March 15, if you’re a top performance you can make 3 , 3.5 of your target bonus

Equity portion of the bonus will vest over 3 years, no cliff

Estimated worth $243,850 / 4 = 60,963

Time conditional and performance conditional

Equity needs to vest over 4 years

1 year cliff, September 1 of 2017

25% in September 1 2018

1

Perks

Comprehensive health care coverage , no monthly coverage, ppo + charges a little extra

Health dental vision completely

401k fidelity, no match

Gym on premise 555 market street

Palo alto has a walking trail

68 per month health and fitness reimbursement

Cell phone reimbursement $50 a month

200-250 uber credits per month

17% discount uber eats and uber rides

Last mile program, uber after hours program, after 10 pm free ride by uber

Cal train or bart transfers are free

Pre-tax commuter benefits to ride uber pool

Unlimited vacation

Free mental health care

Free breakfast, lunch, and dinner

Free snacks, and gourmet drinks, coffee, tee

**How do you feel?**

Hmmm

Thank you so much. I’m really excited about the potential to work together, and I know you and your team worked hard to put this together for me and I really appreciate that.

Last Thursday, I remember you telling me that you wanted me to be absolutely 100% happy with the offer from Uber, and that’s really a great philosophy with respect to careers and compensation.

I’m not sure if I’m there yet from this compensation perspective. But I know there’s a lot of nuance in this offer, and there’s many parts of it I need to consider more thoroughly.

Now with that being said, would you be able to send me the offer in writing so that I can spend some time considering in more detail, formulating questions, and weighing the total compensation appropriately?

**When do we expect to hear back?**

Depending on the level of detail I receive about each aspect of compensation, I will be able to respond within 48 hours.

* Bonus
  + How often they are awarded for the risk team
  + Average bonus amount
    - Likelihood of each percentage of award bonuses for the risk team
* RSU
  + ISO vs. NSO
  + Common vs. preferred
  + Most recent valuation
  + potential for dilution
  + Early option exercise price/fees.
  + Vesting schedule
  + Purchase price
* Bonus
  + Vesting schedule
  + Cash or stock
* 401k
  + What company do we work through
  + Percentage match
  + Vesting scheduled for 401k
* Relocation
  + Amount
  + Services
    - Movers
    - Trucks
    - Hotel to find apartment
    - Lease breaking fees

## 3:00 PM Zhi Zhou

1. Vision/Problem Space questions
   1. Zhi, I took a look at your background, and it’s really something else. You’ve had experience with traditional financial institutions, startups, and industry upenders like Lending Club, why did you decide to take your talent to Uber, and what excites you about working there?
      1. Large corporations and startups
      2. Credit risk related
      3. Like startups
      4. Still feels like a very small startup
      5. Analysts, your own engineers, data scientists, and PM
      6. Mini-companies without a company
      7. Uber being international – strongest attractions, never worked for an international company
         1. 80+ countries 400+ cities
         2. Implies problems are infinitely more complex
         3. Regional problems and risk leads
         4. 3 local regional risk leads
            1. Singapore, mexico, Amsterdam
            2. Fraud behavior is very different from region to region
            3. Extremely diverse teams
      8. What has changed our lives
         1. 10-15 years, Apple, Google, AMZN, Uber
         2. Making a difference globally
         3. Makes him want to go there and work there
         4. Consistency in user experience
         5. Uber pulled out of China
         6. 20% in DiDi
   2. What do you consider the biggest challenges facing Uber’s risk team right now?
      1. Rely on local and regional contacts
         1. Order a lot of alcohol and cigarettes
         2. Asia did not have this problem
      2. Many countries have different payment options
         1. India – no CC
         2. Malaysia – they don’t use CC
         3. No gps signal. How do you track movement
         4. Europe – highly regulated. In US we have up front pricing we can offhold that amount. In UK / France they don’t allow up front pricing.
      3. I go where the hard/difficult problems are. That’s why I chose federal service, that’s why I chose sub prime lending, and that’s really a big part of the reason of why I really like Uber
2. About the culture
   1. What opportunities would I have at Uber that I would not find elsewhere?
   2. What is the culture around learning/mentorship within the Risk team?
   3. What would you say are areas that I would help compliment Peggy’s role in the company? What would you say are the strong parts of Peggy’s leadership?
   4. 15,000 employees, 25,000 contractors, 2-3M Drivers
3. My role
   1. What do you envision for the future of risk at Uber, and how do you see me, as a senior analyst within your team, being a part of that vision?
      1. Risk teams will grow with the business
      2. Implies people will also grow
      3. More responsibilities
      4. Multiple directions
         1. Much closer to our operations team than before
         2. Big driver is impact to operations
         3. 100-200K people
         4. 300 M tickets 600M tickets a year x 3 = multi billion dollar customer support costs
         5. How do we come up with the right strategy, and help to come up with better customer support resolutions
            1. You can’t call in anywhere,
            2. One of the goals

Trying to see if we can carve out a part of the operations world to risk actions

3000-4000 operators in the world

Reactive, proactive

* 1. Reactive
     1. Solving live tickets
  2. Proactive
     1. Can we have a dedicated team that can look at rules as a manual fashion and look how accurate the rules are
     2. 15 people in Arizona
     3. 10-15 folks in Costa Rica
     4. Poland, Krackaw
        1. Each region has a difference
        2. Trained differently
        3. Languages
        4. 10 pm call at night
  3. Team
     1. Account takeover
     2. Proactive queues
        1. She has to interact with different places in the world
     3. Uber Eats
        1. Regional teams
        2. Rotate, cover the entire globe
     4. Uber rides
     5. Uber
  4. Given my background, my interests, what do you see as a potential future for myself at the company?

1. Mentorship
   1. Peers
   2. Skip level one on ones
      1. 2 levels down
   3. Uber has always been for very flat organization structures
   4. Never encouraged managers on top of managers
   5. Keep it as flat as possible
      1. People have the access
   6. Analysts have direct access to senior folks
   7. Travis
      1. All hands company meeting every Tuesday
      2. See your CEO once a quarter, twice a year
      3. Travis made himself accessible every Tuesday at 10:00 AM
         1. Held onto that tradition all company meeting every Tuesday
         2. 7-9 years
         3. Obsessed with UX
   8. Distribution tickets for all escalated tickets
      1. Escalation queue
      2. Headquarters you are very isolated to what’s happening
      3. Now even more keen on where we should understand the user experience
      4. Larger security
         1. Internationalization
         2. Physical world
            1. Trying to protect
            2. Terrible things happen to drivers and riders
            3. At some point different people need to be in different parts of the world
            4. Push for domestic travel to shadow the agents
            5. International based on needs

Engineers travelling to Amsterdam

Has not been formalized yet

* 1. Company philosophy transferring to different parts
     1. 1500 are working on autonomous drive

1. 2 Fridays ago
   1. Driver comes over
   2. Would you mind coming out
   3. Handicapped
      1. Dad he works for Uber
   4. $200, 17% discount
   5. School here
2. Additional Questions
   1. Uber Credits
      1. Zhi told me a story about UberEats. And I want to use the product and be an avid evangelist for it.
      2. How do we compute the 15 rides per month for rides in the Palo Alto office, are we allowed to use them for UberEats as well?
         1. Most recent is that uber takes the average cost of rides x 15 – get that in a lump sum every month
         2. 200-250 each month
         3. Every month it is a surprise
         4. 250 – 208
   2. What happens with our shares if we elect to leave the company early before our stocks have fully vested (i.e. after 1 year, 25% of our stocks have vested)?
      * 1. Once you vest your shares it goes into a private account, they still stay with you
        2. Expiration 10 years of departure with the company
      1. While the company is private?
         1. If it expires what happens?
      2. While the company is public?
         1. Market value. Shares would be exercisable
      3. What happens to the RSU valuation with the rise and fall of the stock? Will we be able to maintain the preferred, current valuation price of $48.77 per share?
         1. It is 48.77 cents
         2. Preferred pricing would change to the market values, and converges to the common share price
         3. 48.77 is the only number we are allowed to share. That is the number the investor paid
         4. 62.5 Billion valuation
         5. Valued closer to 70 Bn company
         6. Worth a lot more
      4. How do the taxes work?
         1. Not taxed as other income on typical bracket
         2. Taxed as ordinary income on the date they become fully vested
         3. Not taxed before IPO, only taxed once taxed and vested. Supplemental income – capital gains taxes.
   3. I noticed that the role is listed for a Risk Analyst 2, is that synonymous with the Sr Risk Analyst? Moreover what have you seen from a career progression perspective for Sr. Analysts and what are the range of timelines that you’ve observed at the company to move onto Manager level roles.
      1. L4
      2. People move up much more quickly
      3. Everyone took a title cut. Security, strategy, analyst 2
      4. Sr. Risk Analyst. L5 we weren’t interviewing for an L5
         1. 8-10 + years of experience to start
      5. Organization L4—L5 title cuts
         1. 7, 8, 10 years of experience
         2. Domain expert in the company
         3. Mentor to everyone else on your team
      6. Senior, very established and a well known leader in the risk world
      7. Technical lead on multiple projects
      8. L6 – staff security analyst. Less than 1% on the engineering side. Being to lead, being a technical or domain expert while having an impact on the company
      9. Zi and Xin promoted a crowd of people
   4. Overall Compensation
      1. So I needed to take a few things into account when evaluating this offer
         1. First is overall cash component, it’s not the highest offer I’ve received on the table
         2. The vesting schedule, and while the RSU package is in line with my expectations, there needed to be a slight adjustment based on volatility in valuation, as well as time discount to capital
         3. Lastly, Zhi shared this amazing story about using Uber credits. I want those kinds of stories, and I want to be able to experience Uber as they open up new product lines without having to worry about a city limit. I think it’s a critical part of being engaged in the company, and it’s something that would make me much more excited each time I opened the app.
         4. I had an ideal for overall compensation structure, and I have to say that we are incredibly close based on the current base, bonus, and equity offer package. Base salary, I’d like an additional $10,000

So, I’ve given some time to think about it. There are four things I need, and I’d be willing to give a verbal commitment right now and forward you a signed copy this evening if we can make it happen. Uber is a bar and above and beyond the company that I want to work for. I really enjoyed the people, I enjoyed talking with you about the company, and I enjoy the mission of the risk team. These are minor adjustments, but relative to my competing offers, and incredibly relevant experience, these would help me align my goal of doing what’s best for my career.

The changes involve four main aspects, and let me know when you’re ready: they involve the start date, the salary, and the RSU, and the levelling:

* 1. For change of start date
     1. My girlfriend and I are taking a week in Nashville the week before the 18th, so changing the start date to September 25 would allow for a much smoother transition into the role
  2. RSU Adjustments
     1. Given the volatility and the time to market,   
        I would like to increase the total onboarding RSU by 75 per year— or 300 total over the initial 4 year vesting cycle.
  3. Mitigating the cash difference of an offer from another company.
     1. I’d like to increase the base salary by 10,000 to meet halfway between the total cash compensation from a competing offer
  4. Job Title
     1. My goal is to prove my ability leading projects as well as mentoring other analysts. I have references from every company I’ve worked with that provide testimony to my ability to bring people together, and drive success within a team. I also have extensive experience mentoring and training other analysts. Lastly, during my interview, each person provided positive feedback about my incredibly relevant and unique perspectives on issues. That being said, I want to challenge my ability as an analyst, mentor, and manager by having the title expectations push my abilities. I’m ready to take my career to the next level, and I want the expectations of my team to be there as well.

1. Effort
   1. Start date
      1. Totally ok with adjustments
2. Maximum salary
   1. 145K offer
   2. Hiring committee, contracts team, directors
   3. Maximum
3. RSU
   1. No negotiation on RSUs
   2. Top of that range
4. No negotiation on levelling
5. It will IPO
   1. Caliber of talent
   2. Engineering and risk fraud side
   3. No one would answer at Uber

Jason Seto

Xi

Peggy