# Google Technical Program Manager Key Points to Focus

* Interviewers want to know that you have
  + handled projects with clear deliverables and defined start and stop points
  + managed by structuring the work,
  + organizing and motivating cross-functional teams,
  + executing its component tasks,
  + tracking and reporting progress
  + making tradeoffs as conditions change.
* Managing programs means you’ve handled a collection of related projects, that finish, or run indefinitely,
* Demonstrate evidence of previous project plans and results
* Planning and preparation strategies for establishing a new project and the various phases of a project.
* How do you Balance and prioritize multiple projects of varying complexity?
* How do you evaluate the success or failure of a project?
* What are some strategies for handling competing visions on how to execute a project?
* TPM Life Cycle
  + Gather Business Requirements
  + Set the scope of the issue/problem/project,
  + Identify stakeholders,
  + Identify resources and get buy in from human capital,
  + Identify risk/tradeoffs/priorities/dependencies
  + Set realistic expectations and contingency plans,
  + Budget management,
  + Set the program timeline as well as plan, design, build, test, release, follow-up). [[TOOLS]]
* Be prepared to explain and justify your own brand/approach to Project/Program management.
  + How do you balance process versus execution? What is an ideal balance? What are signals that too much or too little process is in place?
  + How do you handle projects without defined end dates?
  + Delve into your approach to team engagement skills as well as your approach to change.
  + At Google, approaching issue resolution/consensus building with an actual action plan that is objectively focused is key
    - Dealing with challenges such as changes in scope during design phases,
    - Disagreement between directors/teams on a proposal,
    - Sub-par performance of direct reports, etc.