# Interview Prep Material:

## Program and Project Management:

* 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?
  + 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.

## Analytical Ability:

* Ability to solve problems.
* Work out what's important.
* Demonstrate the ability to reason from an initial set of information to logical conclusions, including the use of reasonable assumptions.
* Apply your experience to work through the problem and develop a plan.
* Handle ambiguity.

## Preparing for behavior-based interview questions:

* Identify six to eight examples from your past experience which demonstrate your top selling points.
  + A good amount of your examples should be totally positive, such as accomplishments or exceeding goals.
  + The rest should be challenges you've overcome or difficult situations that started out negatively but ended positively.
* Vary your examples; don't take them all from just one area of your career. Use fairly recent examples.
* Remember STAR: STAR, Situation or Task, Action, Result.
* Review your resume. Seeing your achievements in print will jog your memory.
* Be sure to also have things that you can discuss that are not mentioned on your resume.
* Give an example that provides an appropriate description of how you demonstrated the desired behavior asked in question.

## Question Topics:

* Decision Making:
  + Prepare examples of a time you had to make a difficult decision.
  + Describe a specific challenge you solved for your employer. How did you approach the problem? What role did others play? What was the outcome?
  + Prepare examples of when taking your time to make a decision paid off.
* Initiative and Leadership:
  + Prepare an example of a project that could not have happened successfully without you being there. When did you influence the outcome of a project by taking a leadership role?
  + How and when you involved others in making a decision.
* Planning and Organization:
  + Describe a situation when you had many projects due at the same time. What steps did you take to get them all done? How do you determine priorities in scheduling your time? Give examples.
* Flexibility:
  + Describe times where you were faced with stresses that tested your coping skills.
  + Describe a time when you put your needs aside to help a co-worker understand a task. How did you assist them? What was the result?
* Time Management:
  + Think about times when you failed to meet a deadline. What things did you fail to do? What were the repercussions? What did you learn?
  + Think about times when you were particularly effective on prioritizing tasks and completing a project on schedule.

## A few last tips:

* Talk through your thought process about the questions you are asked. In all of Google's interviews, our engineers are evaluating not only your technical abilities but also how you approach problems and how you try to solve them
* Leave your suit at home. :) We work in an open, comfortable environment. I would recommend business casual/smart casual attire.
* Ask clarifying questions if you do not understand the problem or need more information. Many of the questions asked in Google interviews are deliberately underspecified because our engineers are looking to see how you engage the problem. In particular, they are looking to see which areas leap to your mind as the most important piece of the technological puzzle you've been presented.
* Think about ways to improve the solution you'll present. In many cases, the first answer that springs to mind isn't the most elegant solution and may need some refining. It's definitely worthwhile to talk about your initial thoughts to a question, but jumping immediately into presenting a brute force solution will be received less well than taking time to compose a more efficient solution.
* Positive Pitch & Tone - Show your excitement and passion that you have for what you do and how it fits within Google.
* Don't be afraid to ask questions!