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What first principles/culture do you instill in your teams?
How do you go about instilling those principals and influencing behavior?
What would you view as your personal strengths? Learning lessons as a Manager?
What's an example of a tough management situation you've dealt with?
How do you help people manage their careers?
What do you look for when you hire an engineer?
How have you optimized the recruiting process in the past? Have they thought about the recruiting funnel and how you can optimize different parts of it?
What's your ideal team?
How would you assess if someone is a good manager?
A tech lead on your team tells you, "I want to be a manager." How do you respond?
How do you identify engineers who could make good managers? How do you help them develop?
How do you approach one-on-ones with your team, and what do you talk about? How often do you have them?
What's the value of one-on-ones with your team members?
How do you support Senior Engineers? Low Performers?
Have you ever had to dismiss someone from your team?
How do you deal with unhappy people on your team?
Give an example of a conflict between teammates and how you resolved it.
What do you do when a team completely disagrees with the founder/VP on the direction of a product?
How do you bootstrap technical leadership in an organization that has no public titles?
How do you handle a great engineer with communication problems?

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People Management

- They will want to dive into actual scenarios of performance management - what happened, what you did, what was the outcome - give specific scenarios, not philosophies
- Supporting/growing individuals, performance management, hiring
- More centered on you as the manager of your team

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Management philosophy

- Setting expectations & holding people accountable
- Coaching
- Career development/individual growth
â- Hiring/performance management:

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- Building out/growing teams
â- Performance management - high performers, low performers, managing people out, etc.
â- Have 2-3 specific examples to share about promoting top performers and coaching

struggling engineers. (What was the process, expectation setting, communication, timeline, result, etc.)

â– Personal touch - talk about how XYZ values growth and a managers role in this

â– General Behavioral

â– Even IC engineers at XYZ go through this

â– This is the manager version of that interview

- Motivation, initiative, navigating ambiguity and lack of structure

- More centered on you as an individual (who happens to be a manager)

- Be authentic - itâ€™s more challenging to make a hire decision if we are unable to gather genuine signal.

- We want to get to know different aspects of you through your answers.

â– Interviewers will have in mind â€˜What would happen if we took you and we put you here in this culture that is likely different from the environment youâ€™re in now?

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â– Some areas we might cover:

- What got you into management and why have you stayed there?

- What are you looking for in your next role?

- Why are you open to a new role, and why XYZ?

- Constructive feedback youâ€™ve received and how you incorporated it into your day-to-day

- Most impactful learning opportunity youâ€™ve had, what you want to continue to learn/develop in a new role

Signals we are looking for:

- Intrinsic Motivation

- Empathy

- Ability to work in an unstructured environment

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Project Retrospective

Using example(s) from your past, discuss the skills needed to deliver a project from start to finish. Showcase success stories, and get to the situations that show how you as a leader navigate the complexity of developing, supporting, and scaling both your people and your teams.

Example Questions

Describe a past/completed project that you worked on. What was the product or service? What was your role?

Why was the project important to the company?

How would you turn around a troubled project?

What technology did you choose? Why?

How did you set technical direction?

What would you have done differently? How did you build a team?

How did the project affect other teams within the company?

How do you define the product strategy? Questions around project execution.

How do you set project goals, milestones, and measure project success?

Tips

Share about a recent project you led (as a people manager)

Ideally over a period of 12 months or longer

Give business context and strategic value

Prepare stories to showcase your contribution

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Strategy

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Goals and roadmap

Execution (delivering on schedule, influencing others,

identifying and mitigating risks/challenges

Prioritize situational details over technical

Choice of project determines what you are able to showcase

If you have multiple, prepare 2-3 and describe in a minute

â-Prepare to discuss a project you executed on end to end as a people manager

â- Ideally this should be a longer term project (12 months or longer)

â-Select a complex project with a lot of cross-functional work and collaboration with other teams. The most common feedback we see is, "Poor performance here, but...maybe they picked a bad example."

â-Looking for complexity of project, in terms of large-scale, how you executed across multiple stakeholders; what were the negotiations you had to make with stakeholders, what tradeoffs did you land on and why, metric for tracking success, what was the outcome - what you would you do differently next time.

â-Areas we might cover are:

â-How you defined project scope, key stakeholders, deliverables, metrics for tracking

â-How you measured success at the end of the project

â-Project planning, roadmapping, and prioritization

â-Overall outcomes of the project; big wins, failures, etc.

â-Cross-functional work

â-Roadblocks (and how you removed them)

â-How, when you got involved (knowing when to fight back vs. choose your battles and move on)

â-Reflection on what you might do differently next time

â-TIPS:

â-Recommend selecting two projects to practice with, just in case you end up needing a second example

â-Don't get caught up in technical details of the project

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Situational / Behavioral Interview

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The purpose of the Situational/Behavioral interview is to assess your capability in supporting organizational health and influencing the technical direction of your project/company. Showcase success stories and get to the situations that show how you as a leader have navigated the complex business problems that affected the company at large.

How do you deal with conflict?

What were some excellent collaborations you've had?

Can you tell me about four people whose careers you have fundamentally improved?

Describe a few of your peers at your company and what type of relationship you have with each of them.

What did you do on your very best day at work?

What does office politics mean to you, and do you see politics as your job?

Tell me about a project that you led that failed or a failure/mistake you've made in the last couple years?

What did you learn from it and what would you do differently today?

Why are you interested in working at XYZ, and what do you hope to work on?

Why are you open to a change in your career?

What do you love about your current role?

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More Questions:

How do you help People manage their careers

What's an example of tough management situation you have dealt with

Give an example of a conflict between team mates and how you solved it?

A tech lead on your team tells you "I want to be a manager". How do you respond?

"How do you identify engineers who could make good managers? How do you help them develop? /

How do you help our top performers grow in their career"

How do you handle someone who really wants a promotion but isn't ready?

How do you approach 1:1s with your team and what do you talk during 1 on 1s?

What's the value of 1:1s with your team members

How soon would you put someone on performance improvement plan / How would you handle firing of an employee / Have you had to fire an employee/ How did you handle a weak performer on your team, what did you do, what were the steps that you took?

Give me an example where you worked with an engineer to improve his performance

Let's say you have a member on your team who is "Okayish" in coding but great with People, how do you handle his career aspirations

Tell me a little bit about your People Management aspect. What do you love most about it? / What do you like about being a manager

What in your mind are the responsibilities of a manager? What specific types of duties would you like to help with at Facebook?

How do you hire/attract the best talent / How do you assess good hires when you are hiring for your team

How have you optimized the recruiting process in the past? Have you thought about the recruiting funnel and how you can optimize different parts of it?

What was your experience in having to compete on resources with other teams

How are your scrum teams divided

How do you break down tasks and how do you decide who works on what

What's the responsibility of PM

Why does Scrum works better as compared to Kanban when in the case of new product development

What's the size of a task in sprint. As a leader, what concerns you?

What would you do differently than your current job if you were to join company x

What is your management style

Role play to convince a candidate who has got 20% higher offer from another company,

What are some of the key differences of being an IC vs being a manager

What are the top 3 things that you need to do to build larger teams (let's say 100 members)

Let's say you are managing a team in US and in India. How would you divide the work amongst the teams and how do you ensure the success of each of the teams in a larger context?

How do you motivate your team

Give me a time when you had to motivate your team during a difficult time

Describe a situation when you had to give constructive feedback

Describe a situation when two of your tech leads come up with a solution of their own and have conflicts. How would you handle this situation?

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Tell me a little bit about yourself

Why are you potentially interested in FB

What gets you excited

"How do you plan on choosing your next role / What does your ideal role look like?"

"Why do you want to leave your current job now?
(Follow up: Can you find new opportunities at Bloomberg itself?)"

What's the most constructive feedback that you have received?

What would a report/peer/manager feedback on you be? Strengths, areas for development, etc.

Tell me about the best manager and the worst manager

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What would you have done differently given a chance for your current team "

What is one thing that you never want to do it again in your career

Tell me a time when you had to convince the team to use a new technology. How was it received by the upper management and by your team?

"Tell me about a project that failed
(Follow up: What would you have done differently?)"

How do you manage down/upstream dependencies / Tell me about a time when you worked cross functionally to remove a barrier for your team

How do you manage projects

How do you manage risks, what are the risks

Tell me one project which you lead from idea generation to go live in production

What do you see different in your role at Bloomberg vs your role at company X

Tell me a time when you had to lead when there was a disagreement. How did you get a buy in from your team. Example: Team is working hard on a feature and suddenly there is a shift from executive committee and you are asked to shelve that feature, and take a new direction

Tell me a time when you had to build a team from scratch (physically) or a time when you had to boost team's morale.

How do you manage senior leaders unrealistic expectations (when their expectations are really unrealistic)

How do you manage Product Manager's relationship. What works. What doesn't?

What do you mean by "Strategic Roadmap"? How do you keep time for it?

Tell me one thing that one of your tech leads has learnt from you

What are the metrics the employees are evaluated on What's one that you would like to do differently?

How do you measure your success

How do you describe your job to people outside of your industry

How do you build a team

"Think of a mistake or failure you've made in the past two years. What did you learn from it and/or do differently in the future?"

How do you keep yourself updated to learn new technical topics

"Tell me a time when you wanted to do something but you couldn't do it
Follow up: Tell me a time when you overcame the hurdles and pushed for an idea"

What would you do differently on your new job?

Give me an example where someone (not your manager) gave you constructive feedback