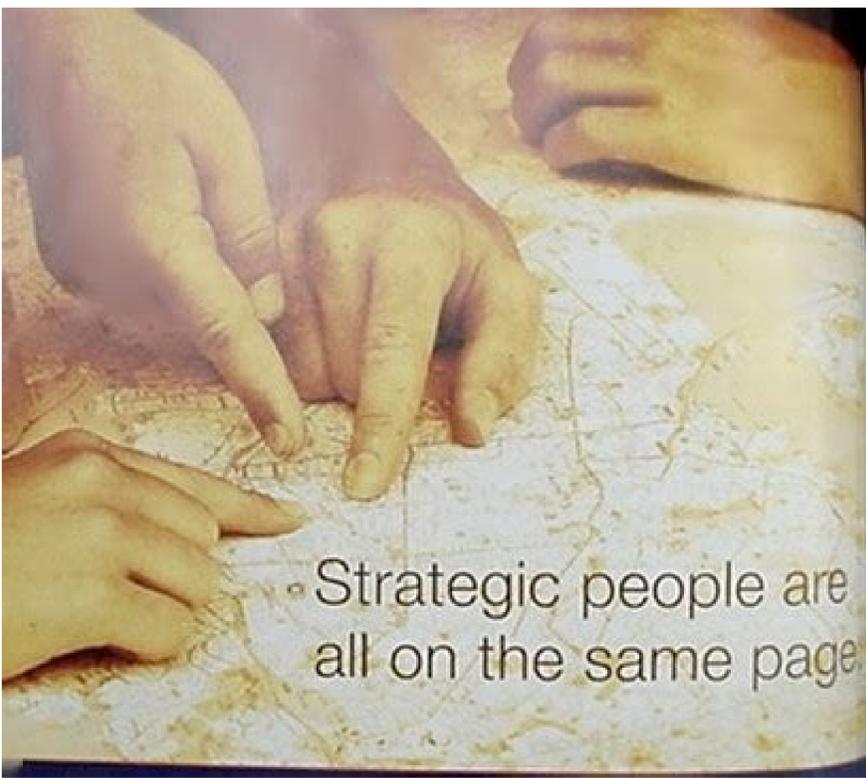
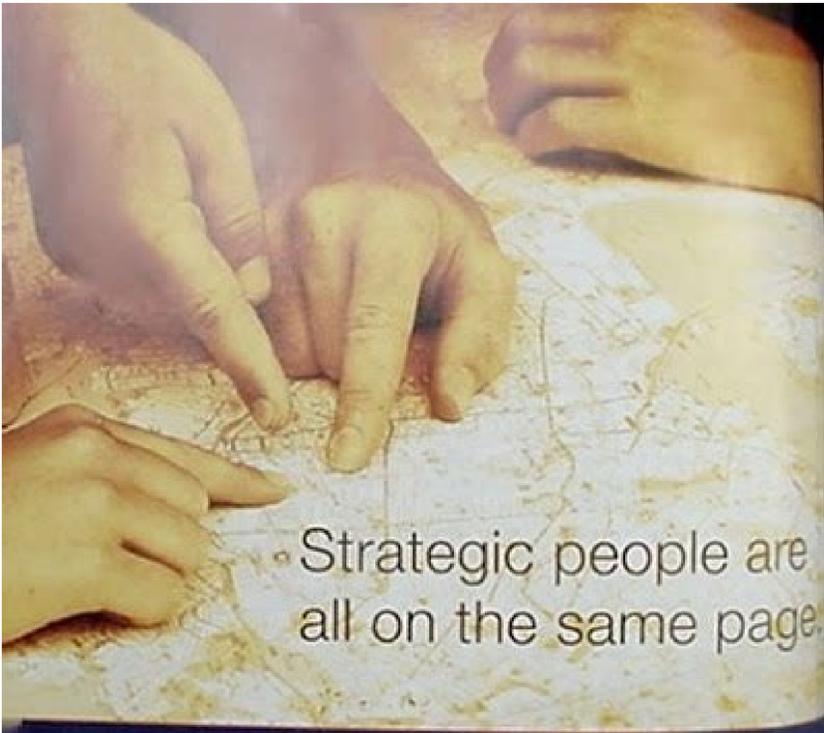


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Sections pertaining to specific companies and startups should be reread if those roles are being considered) transparency (between teams) ratio of PMs to Engineers high -- more collaboration low -- greater ownership product strategy bottom up (engineers) top down (executives) company culture Transitioning from Engineer to Product Manager (Sparse portion of Chapter 4 relevant to me, head of engineering) Customer Focus: talk to them support tickets user stories practice describing features from the customer's point of view Think Big: can you tie benefits to fundamental human needs? Getting a referral can have a really big impact on your chances of getting an initial interview. It never hurts to start thinking about some practice questions! 3. For example, Amazon heavily emphasizes their 16 Leadership Principles during their interviews, and Uber uses "jam sessions" (which are kind of like brainstorming sessions) to evaluate their PM candidates. As a result, identifying the company that you're most interested in can help you prepare more efficiently and more effectively. That doesn't mean you have to apply to only one company. Rules: Shorter is Better stick to the highlights only use 1 page but maybe a little longer for > 10 years experience Bullets (Not Blobs) < 3 lines long no more than 50% of bullets >= 2 lines Accomplishments (Not Responsibilities) "You were a success because ..." 5.3 Practice with experienced PM ex-interviewers Finally, you should also try to practice with experienced PM interviewers, because they'll be able to give you much more accurate feedback than friends or peers who don't have first-hand experience with the PM interview process. This does vary and could be as high as 3+ months, but most of the leading companies will finish the full process within a 4-8 week time-frame. All questions are good questions, so go ahead! Keep reading: product manager interview articles 2014-03-04. This is an important first step because it will help you gain a high-level understanding of the steps you need to prepare for, allowing you to be more strategic with how you allocate your prep time. 5.1 Practice by yourself Interviewing yourself out loud is a great place to begin practicing PM interview questions. This may sound strange, but it's an excellent way to start learning the method for solving each question type. 3.4 Analysis questions (12%) You can learn a step-by-step process for solving PM interview analysis questions (which includes metric definition and metric change questions), and find additional practice questions, by visiting the below guide: How to answer analysis questions Example questions: Analysis What metrics would you use to measure the success of Facebook's "Save Item" feature? There are a variety of question types you'll need to master, and some questions are more heavily emphasized at certain tech companies compared to others. So, what do you do? Your interviewer for this call will usually be a current PM within the company or the Hiring Manager for the team you'd be joining. So, in this section we've summarized common elements of PM interviews to help you get an overview of what to expect. We've already made the connections for you. We've created a coaching service where you can practice 1-on-1 with ex-interviewers from Google, Facebook, Amazon, and other leading tech companies. Why product management? Learn how the ambiguously-named "PM" (product manager / program manager) role varies across companies, what experience you need, how to make your existing experience translate, what a great PM resume and cover letter look like, and finally, how to master the interview: estimation questions, behavioral questions, case questions, product questions, technical questions, and the super important "pitch." The Product Manager Role What is a PM? Functions of a PM Top Myths about Product Managers and Program Managers Companies How the PM Role Varies Google Microsoft Apple Facebook Amazon Yahoo Twitter Startups Getting the Right Experience New Grads Making the Most of Career Fairs Do you need an MBA? Why Technical Experience Matters Transitioning from Engineer to Product Manager Transitioning from Designer to Product Manager Transitioning from Other Roles What Makes a Good Side Project? Career Advancement Tips and Tricks for Career Advancement Q & A: Fernando Delgado, Sr. Director, Product Management at Yahoo Q & A: Ashley Carroll, Senior Director of Product Management, DocuSign Q & A: Brandon Bray, Principal Group Program Manager, Microsoft Q & A: Thomas Arend, International Product Lead, Airbnb Q & A: Johanna Wright, VP at Google Q & A: Lisa Kostova Ogata, VP of Product at Bright.com Behind the Interview Scenes Google Microsoft Facebook Apple Amazon Yahoo Twitter Dropbox Resumes The Second Rule The Rules Attributes of a Good PM Resume What to Include Real Resumes: Before & After Cover Letters Elements of a Good PM Cover Letter The Cover Letter Template A Great Cover Letter Company Research The Product The Culture The Role The Questions Define Yourself Tell Me About Yourself (The Pitch) Why do you want to work here? Why should we hire you? Why are you leaving your current job? What do you like to do in your spare time? Where do you see yourself in five years? What are your strengths and weaknesses? Sample Strengths and Weaknesses Behavioral Questions Why These Questions Are Asked Preparation Follow-Up Questions Types of Behavioral Questions Approach Numbers Cheat Sheet Tips and Tricks Example Interview Sample Questions Product Questions About the Product Question Type 1: Designing a Product Type 2: Improving a Product Type 3: Favorite Product Preparation Tips and Tricks Sample Questions Case Questions The Case Question: Consultants vs. And it might also be difficult to practice multiple hours with that person unless you know them really well. second paragraph: discuss how your background makes you a good fit third paragraph: explain why you're excited for this role "thank you" TODO The Product The Strategy The Culture The Role The Questions "Tell Me About Yourself" (The Pitch) "Why do you want to work here?" "Why should we hire you?" "Why are you leaving your current job?" "What do you like to do in your spare time?" "Where do you see yourself in five years?" "What are your strengths and weaknesses?" Sample Strengths Sample Weaknesses Why These Questions Are Asked Preparation Follow-Up Questions Types of Behavioral Questions Approach Numbers Cheat Sheet Tips and Tricks Example Interview Sample Questions Product Questions About the Product Question Type 1: Designing a Product Type 2: Improving a Product Type 3: Favorite Product Preparation Tips and Tricks Sample Questions Case Questions The Case Question: Consultants vs. Leading companies like Google and Amazon heavily emphasize the importance of culture or values fit during their application processes. How would you measure the success of the new YouTube Player UI? The Product Manager Role (Chapter 2) A Product Manager (PM): is like a mini-CEO, but does not have direct authority need to lead teams without authority uses vision and research advocates for the customer main liaison between all other roles Product Life Cycle: research & planning design implement & test release Research & Planning: determine what to build next propose roadmap get people on-board become expert on feature define success, e.g. OKRs Design: depends on shipped vs. However, identifying your top choice can help you be more strategic during your preparation. Once you have a company in mind, the next step is to familiarize yourself with that company's specific interview steps and points of emphasis. What analysis would you use to understand if we should increase the price of an Amazon Prime Membership? If all goes well, the onsite interviews are your last step as a candidate, and from there you just have to wait to (hopefully) receive your offer. For extra help, take a look at our list of 15 top PM interview tips. Practice with example questions in this section, you'll find several example questions for each of the five primary PM interview question types we covered previously. This section is a summary of a separate article that we've written, which provides an even more extensive list of product manager interview questions. PMs What Interviewers Look For Useful Frameworks Product Metrics Interview Questions Coding Questions Who Needs To Code What You

Need To KnowHow You Are EvaluatedHow To ApproachDeveloping an AlgorithmAdditional Questions & SolutionsAppendixTop 1% PMs vs. For each question below, we'll also provide links to our related guides. This is a great opportunity to gain some practice for your PM interviews. 3.5 Behavioral questions (31%) You can learn how to host all behavioral questions in your PM interviews, and find additional practice questions, by visiting the below guide: How to answer Facebook behavioral questions (can apply to any company) Example questions: Behavioral Tell me about yourself Why do you want to work here (e.g. at Google, Facebook, etc.?) What is the storage space required to host all images on Google Street View? You are looking at YouTube's Daily Active User data worldwide and notice a 10% jump compared to yesterday in Indonesia — what happened? Tell me about your favorite product that's not an app or a website. 3.3 Technical questions (9%) You can learn a step-by-step process for solving technical PM interview questions, and find additional practice questions, by visiting the below guide: How to answer technical questions Example questions: Technical Explain the concept of "protocol" to a 4-year-old child What is the difference between C++ and Java? You signed out in another tab or window. 3.2 Design questions (24%) Design questions can be broken down into product design, product improvement, and favorite product questions. If you have yet to apply, you can optimize your documents using our PM resume and PM cover letter guides. The final round is the onsite interviews. For this part of the interview process, you'll usually spend a day at the company's headquarters or the office location to which you're applying. How many pizzas are delivered in Manhattan? 1.1 Overview The product manager interview process typically takes 4-8 weeks in total, from your initial application to receiving an offer. You signed in with another tab or window. But this information is not enough to land you a PM job offer. To succeed in your PM interviews, you're also going to need to practice under realistic interview conditions so that you'll be ready to perform when it counts. The easiest way to start practicing under simulated interview conditions is to practice interview questions out loud or with peers. Also execute procedures in Chapter 10. Top 10% PMs Adam Nash: Be a Great Product Leader Sachin Rekhi: The Inputs to a Great Product Roadmap Ken Norton: How to Hire a Product Manager Amazon Leadership Principles Gayle Laakmann McDowell Jackie Bavaro Page 2 You can't perform that action at this time. You can learn a step-by-step process for solving these questions, and find additional practice questions, by visiting the below guides: How to answer product strategy questions How to answer estimation questions Example questions: Strategy If you were a VC, would you be more bullish on AR or VR? PMs What Interviewers Look For Useful Frameworks Product Metrics Interview Questions Who Needs To Code What You Need To Know How You Are Evaluated How To Approach Developing an Algorithm Additional Questions Solutions Ian McAllister: Top 1% PMs vs. Describe a project that you wish you had done better and how you would do it differently today Tell me about a time you applied judgment to a decision when data was not available Exercise: Pick one of the questions above and answer it in the comments section below, without looking at other people's answers. Any questions about PM interviews? If you're applying or interviewing at a well-known company then refer to company-specific notes in Chapters 3 & 6. You can learn a step-by-step process for solving these questions, and find additional practice questions, by visiting the below guides: Example questions: Design Design a phone for deaf people Design Google radio Pick your favorite app. Learn more and start scheduling sessions today. online software determine spec: goals use cases requirements wireframes states internationalization, security, etc. Cracking the PM Interview is a comprehensive book about landing a product management role in a startup or bigger tech company. Practice with ex-FAANG interviewers. Now that you have an understanding of the typical PM interview process, let's take a look at the most common question types. Play the role of both the candidate and the interviewer, asking questions and answering them, just like two people would in an interview. And where do you start? Think of this article as your "table of contents" to the PM interview preparation process. This will help you to be more strategic with your preparation. Now, you're going to have 2 main options for how to proceed: You can do general preparation for PM interviews You can focus on preparing for a specific company If you want to do general preparation for PM interviews (for example, if you're looking to break into the field, or if you're interviewing with multiple companies), then you can continue on to step 3 below to begin practicing with some example questions. But first, you may know of some other product manager interview questions that you don't see in the image above. Users are no longer signing up for our email list — what would you do? 2. Learn the question types The questions you'll be asked in PM interviews can be boiled down into five broad question types. Decide where to apply (top companies) Different companies handle the PM interview process differently. What's your favorite Facebook feature? Or, if you'd like to focus your preparation on a specific company, then we'd encourage you to skip down to section 4 of this article, which contains a list of company-specific PM interview guides. This includes guides for Google, Amazon, Facebook, Uber, and more. And, if you're not sure exactly what you want to do, then continue on to step 3 below. Whether you're an experienced PM or brand new to the field, product manager interview preparation can be a big challenge. How would you improve coffee machines used in offices? Reddit traffic went down 5% — how would you report this issue to the executive team? Exercise: Pick one of the questions above and answer it in the comments section below, without looking at other people's answers. This book will teach you how to answer these questions and more. 4. Here's the good news. Tell me about your most significant accomplishment. Gayle Laakmann McDowell & Jackie Bavaro. Reload to refresh your session. How would you launch a video rental service in India? If you have any questions about product manager interviews, don't hesitate to ask them below and we will be more than happy to answer them. Let's start with strategy questions: 3.1 Strategy questions (24%) Strategy questions can be broken down into product strategy and estimation questions. What is the required Internet bandwidth for an average college campus? During this initial conversation, you should expect the recruiter to cover typical resume and behavioral questions. Here's a detailed break-down: Using the information above, you should be able to identify the question types that are most relevant for your situation. Here are the usual steps that you will face: Submitting your initial application Resume, cover letter, and referrals A phone interview with HR or a recruiter 1-2 phone interviews with PMs or the Hiring Manager 3-7 onsite interviews at the company's office or headquarters 1.2 What to expect in the interviews Now let's cover the above steps in more detail. Do mock interviews Learning the question types and the specific interview process for your favorite company will go a long way in helping you prepare. These guides teach a step-by-step method for solving each type of PM interview question, and they also contain additional example questions if you want more practice. responsibilities varies across companies (ask during your interview) Implementation & Test: track progress track and aide efficiency lower implementation barriers prioritize gather feedback report bugs dogfood run usability studies AB testing identify most important issues and iterate feature design Release: ensure smooth launch run through launch checklist ensure support team is ready prepare for all things that could go wrong announce launch Types of products: shipped online consumer B2B early stage mature MYTHS about Product Management: PMs are Project Managers PMs are in marketing You can't become PM right out of college PMs just write specs PMs just set up meetings PMs should build exactly the customer asks for PMs set dates PMs are the boss Ideas are more important than execution You can say "That's not my job" How the PM Role Varies (Part of Chapter 3. Don't underestimate the importance of customizing your application to the specific company that you're applying to. brainstorm with disregard to reality write down your practical objection, then keep going find a teammate to play the practical pessimist role in brainstorming write yourself a reminder to always think big start your feature planning by writing the press release Embrace Persuasion: need to master both data and charisma "I've looked at all of the numbers and I really believe this is the bet we need to make." credibility is the currency of PM role Be prepared for unexpected differences between roles: work is less tangible you become a focus point for criticism you don't have time to do it all Tips and Tricks for Career Advancement (From Chapter 5. For that, you'll need a quality resume and cover letter that are tailored to the role and company to which you're applying. Exercise: Pick one of the questions above and answer it in the comments section below, without looking at other people's answers. Attributes of a Good PM Resume: is itself a product concisely describes company if not well known demonstrates these skills: passion for technology initiative leadership impact technical skills attention to detail What to include: Objectives: NO Summary: Rarely Skills: As needed Awards: Yes (but make them meaningful) Activities: Sometimes Projects: YES Website URL: Yes Social Media Accounts: Maybe College Details: Sometimes GPA: Nah Online Courses: Yes Cover Letters (From Chapter 9) Elements of a Good PM Cover Letter: short (~200 words) shows passion demonstrates skills matches company culture well written The Cover Letter Template: address: "Dear ----" opening paragraph: introduction, what position are you seeking? How do you design an alarm clock for the blind? What is your favorite piece of software and why? You'll have anywhere from 3-7 interviews during your onsites, and depending on the company you may also have an opportunity for more informal conversations. For instance, at Google you'd usually have lunch with a Google PM during your visit. Get familiar with the product manager interview process The interview process for Product Managers will vary significantly depending on the company, the specific role, your level of seniority, etc. However, there are some elements that are pretty typical across the board. " focus on impact quantify accomplishment Use a Good Template don't be fancy use a good template with adequate (but not wasted) whitespace Don't Skip what did you not include? Step one is getting the interviews. Why do you think Microsoft bought LinkedIn? Along the way, we've provided links to other resources that will allow you to do a deep-dive into the topics where you need the most help. To begin, here's a quick overview of the steps we'll cover: 1. Below, we've mapped out the five high-level steps you'll want to take to get ready. How would you improve it? Top 10% PMsBe a Great Product LeaderThe Inputs to a Great Product RoadmapHow to Hire a Product Manager Cracking the PM Interview: How to Land a Product Manager Job in Technology. To help with that, we've put together the free company guides below, which go into detail on each company's interview process and how to best prepare for it. Whether you're targeting a specific company or starting with more general preparation, all PM candidates should do mock interviews as part of their preparation plan. 5. Below you'll find a break-down of these five question types, showing their frequency of use at the four leading tech companies. Note: the below numbers come from a previous analysis we conducted using interview data from Glassdoor.com. Why was it significant? Explain what happens when executing mergesort Write a program to randomly shuffle an array of numbers How would you output a tree in column sequence From left to right Invert the words of a sentence in a string Exercise: Pick one of the questions above and answer it in the comments section below, without looking at other people's answers. Note: If you are interviewing for a product leadership position (VP, Director, Group PM), learn more about the process and how to prepare here. Once you've been invited to interview, you'll first speak with a recruiter or HR rep for a phone screen interview. What is the market size for toilet paper in the US? In addition, if you have a friend or connection who's already working at your target company, then see if they'd be willing to give you an internal referral. For example, they'll likely ask you about your past experiences and how you've handled specific situations (i.e. "tell me about a time you..."). If you pass this phone screen, then the recruiter will advance you to the next round of interviews. Next, you'll have 1-2 phone (or video conference) interviews that focus more on PM questions. This can be especially helpful if your friend has experience with PM interviews, or is at least familiar with the process. For example, estimation, algorithm, or metric change questions. We actually consider these other questions to be sub-types of the five question types mentioned above. When you get to this stage, you should be prepared to answer common product manager interview questions, but more on those later in this guide. If you were the CEO of LEGO, what new product line would you come up with to increase revenue? If you're not familiar with these question types, don't worry, we have plenty of examples later in this article that should help to make things more clear. This is a great opportunity to gain some practice for your PM interviews. 5.2 Practice with peers After you've started to get the hang of some PM interview questions by practicing by yourself, then a great next step is to do mock interviews with friends or peers. You can also find peers to practice with on our new PM mock interview platform. Definitely something to reread if you're new to this career path.) ship great products get some launches under your belt become the expert find teams where you can pick up new skills pick the company where you'll learn the most choose a growing company find a manager who believes in you focus on your own efficiency understand how your role fits into the company help your team with something tangible early on work on something that's important to your team and the company take on cross-team or company-wide tasks define and measure success don't let your team do unimportant work don't just do what's asked of you -- get the job done demonstrate you can consistently deliver work at the next level find mentor(s) build credibility Resumes (From Chapter 7) The 15 Second Rule: Resumes should be optimized for 15-second skim. This will also help you get better at communicating your answers in a clear and structured way. If you know a Product Manager who can help you, that's fantastic! But for most of us, it's tough to find the right connections to make this happen.

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