

GAYLE LAAKMANN MCDOWELL

FOUNDER/CEO, CAREERCUP

I can help you create or refine your hiring process. With my deep background in both software development and hiring, I have the technical and recruiting knowhow to work with (and earn the respect of) your technology, HR, and other teams.

- Author of Cracking the Coding Interview (#1 best-selling interview book), Cracking the PM Career, Cracking the PM Interview, and Cracking the Tech Career.
- Software engineer at Google, Microsoft, and Apple. Google hiring committee & top 1% of most active interviewers.
- Acquisition interview consultant: coached dozens of companies through acquisition interview process.
- BSE / MSE in Computer Science from University of Pennsylvania. MBA from the Wharton School.

My Goals for Your Company

High & Consistent Bar

When desperate to hire, some teams drop their bar a little or make excuses for a candidate. Those weak hires can cost you in the long run.

Adaptable Process

If your process isn't adaptable to future roles, you need to re-invent it constantly. This leads to an increasingly disorganized and sloppy process.

Minimal False Negatives

You'll always reject some good people, but you want to minimize this. Learn how to prepare your candidates and ask effective questions.

Happy Candidates

Good candidate experiences matter. If your process leaves a bad taste in people's mouths, the strong candidates won't take your offer and the weak candidates ones will tell their friends not to. Your process should make candidates want to become employees.

Efficiency

When candidates face delays and bureaucracy, they have a bad experience, they judge your company for this, and their timeline may force them into accepting other offers. Your process should enable you to move quickly.



Raise the Bar & Hire More Tech Talent

My Philosophy

Hire Smart

Smart employees produce high quality work, make good decisions, learn new skills quickly, and adapt well to company growth and needs.

Hire People Who Care

Your best employees will care—about getting things done, about creating a great product, about doing the right thing.

Hire Good Employees, Not Good Candidates

I've coached many candidates. The more I can coach someone, the worse that process/question is. You want good *employees*, not those who just look good in interviews.

Know The Weaknesses

Every hiring strategy has flaws, but don't simply accept those. Rather, understand your goals, find the process that matches best, and do your best to mitigate the issues.

ADDITIONAL INFORMATION | PROJECTS

I work with teams and companies of all sizes. I often focus primarily on software developers, product managers, and other highly technical talent, and secondarily on other roles across the company.

The scale of the project depends on your needs. Some projects have been as small as running a single interview training workshop for a startup. In other cases, I've created hiring processes for multi-thousand person companies, essentially from scratch.

Timeline & Process

A very typical project is to review a company's process, and then to suggest and implement changes.

Such a project is typically done in three stages:

- Stage 1: Information gathering (reviewing question databases, interview feedback forms, etc.)
- Stage 2: Proposal of changes (discussing my feedback with HR and technology leadership),
- Stage 3: Implementation (interviewer training, creating interview questions, rolling out HackerRank, etc.).

Something of this sort usually lasts around 2 - 4 months, working part-time in a mix of onsite and offsite work.

Interviewer training can, in urgent cases, be rolled out quickly.

Sample Tasks

Interviewer Training

- **Workshops:** Lead half/full day interview trainings for software engineers; product managers; other technical roles; non-technical roles.
- **Train the Trainers:** Train people to take over the trainings
- **Online Training:** Create web-option for training, with or without support from L&D
- **Interviewer Observation:** Observe existing interviewers in action and provide feedback to them. Select lead interviewers.

Selecting Candidates:

- **Job Descriptions:** Define standards around what a job description should look like, and write examples.
- **Candidate Profile:** Define what you should be looking.
- **Diversity:** Evaluate issues that might impact diversity.
- **Evaluate Candidates:** Evaluate actual candidates and make hiring recommendations.

Candidate Resources

- **Interview Prep Resources:** Create resources to prepare candidates for interviews.
- **Interviewing Prep Talk:** Teach periodic or regular interview prep talks for candidates, both to prepare candidates and source new candidates.

Process Pieces:

- **Interview Process:** Evaluate and recommend an interview process framework that can be applied to current and future roles.
- **Hiring Committee & Bar Raisers:** Evaluate usage of hiring committee and bar raiser, and roll out
- **Code Assessment Tools:** Evaluate HackerRank or similar tools, create tests, etc.
- **Question Databases:** Review current question database and offer additional questions.

GAYLE LAAKMANN MCDOWELL | EXPERIENCE

CareerCup, Founder / CEO (2008 - Now)

Hiring Consulting

- Enabled companies/teams from 5 to 30,000 people (including several “household name” tech companies) to more efficiently hire great developers and other candidates.

Books

- Author of Cracking the Coding Interview, Cracking the PM Interview, Cracking the PM Career, Cracking the Tech Career
- Books translated and sold in eight languages.
- Cracking the Coding Interview is #1 best-selling interview book on Amazon. Averages #300 on all books on Amazon.

Acquisition Interview Consulting

- Coached dozens of startups through acquisition interviews with companies such as Google, LinkedIn, Facebook, and Yahoo.

Speaking & Interview Prep Workshops

- Taught 2x per week workshop at Facebook HQ for its software developer candidates.
- Lead periodic interview prep workshops at colleges and other environments.

Other Experience

Keenscreen, VP of Engineering (2008 - 2009)

- First employee of online advertising startup, joining just post-seed funding. Backend and frontend work.

Google, Software Engineer (2005 - 2008)

- Software engineer on Talk/Chat Docs teams. Backend, frontend, and Windows client work.
- Member of hiring committee. Conducted 150+ interviews.

Apple, Software Engineer Intern (Summer 2004)

- Software engineer on iChat.

Microsoft, Software Design Engineer Intern (Summers 2001 - 2003)

- Software engineer in Microsoft Research and Visual Studio.

Education

- The Wharton School. MBA, Entrepreneurship. (2009-2011)
- The University of Pennsylvania. BSE & MSE in Computer Science. Minor in Mathematics. (2000 - 2005)

GAYLE LAAKMANN MCDOWELL | MORE INFO

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