

Interview Prep Brief

Likely Questions

Tell us about a time you led a large cross-functional program with many competing stakeholders and shifting requirements. How did you keep it on track?

Tied to: Lead large-scale, cross-functional programs; 5 years managing cross-functional projects

- At Rec Room, partnered across engineering, product, design, quality, operations, and leadership to define objectives, plans, milestones, and dependencies in a fast-moving live-service environment
- Managed risks, blockers, and tradeoffs with dashboards, program reviews, and escalation mechanisms
- At Microsoft, coordinated end-to-end flighting/release programs across engineering, production, quality, operations, content, and partner teams

Describe how you've coordinated rapid response to a high-priority incident and tracked long-term fixes.

Tied to: Coordinate and drive rapid response for high-priority incidents and track sustainable long-term solutions

- At Microsoft, drove defect tracking, release-risk assessment, prioritization of critical issues, and resolution before deployment
- Led post-release incident response, update planning, and continuous improvement based on production feedback
- Built issue escalation and stakeholder communication processes

How do you define and use metrics to measure program impact and improve processes?

Tied to: Establish a culture of continuous improvement by defining and analyzing metrics

- Contributed to Continuous Quality Improvement efforts at Pokemon focused on workflow reliability, process scalability, and delivery velocity
- Improved development workflows, release predictability, and cross-team coordination at Rec Room
- Used dashboards and status reporting to maintain program visibility

What's your experience with enterprise security and protecting sensitive systems?

Tied to: Experience in enterprise security

- As LucyDx CTO, defined secure cloud-connected architecture for data ingestion, processing, storage, and risk reporting in an FDA-regulated environment
- Skills in secure architecture, threat and risk assessment, cybersecurity controls, and data protection
- Earned Google Cybersecurity Professional Certificate (2025)

How comfortable are you translating technical tradeoffs for engineers and impact/risk for executives?

Tied to: Comfortable explaining analyses to executives and technical tradeoffs with engineers

- Computer Engineering background plus hands-on cloud-native platform architecture (CI/CD, telemetry, distributed services, hosted APIs)
- Translated clinical, engineering, and regulatory objectives into program plans and decision frameworks
- Delivered executive status reporting and led program reviews

How would you approach engaging enterprise customers on their security requirements and escalations?

Tied to: Act as liaison for enterprise clients and primary contact for customer-facing escalations

- Managed stakeholder communications, issue escalations, and cross-team alignment across partner and leadership teams at Microsoft
- Evaluated vendors and technology partners and resolved cross-functional delivery risks at LucyDx
- Bridged communication and process across globally distributed stakeholders and partners

Gaps to Prepare

- No documented direct experience with AI products or platforms (generative or agentic AI) — prepare to show rapid learning, relevant analytics/telemetry work, and genuine interest in AI abuse/threat mitigation.

- No explicit experience defending platforms against abuse (malware, spam, account hijacking) — be ready to connect risk-management, incident-response, and secure-architecture experience to this domain.
- No direct customer-facing security escalation ownership with external enterprise clients — frame transferable stakeholder/escalation communication experience honestly.
- Enterprise security experience is rooted in regulated medical-device architecture rather than large-enterprise security programs — be prepared to articulate scope and depth without overstating.
- Prepare concrete metrics/quantified outcomes; master resume bullets lack numeric impact data, which Google interviews often probe.