

Community First

We serve our diverse, global communities and empower them to create, together. Streamers are the beating hearts of Twitch communities; without them, there is no Twitch. At the same time, our streamers can't do it alone. It takes everyone from advertisers to developers to moderators to make a community happen. We keep the whole community in mind and put their interests first.

- Describe a difficult interaction you had with a community member? (customer, coworker, or stakeholder) How did you deal with it? What was the outcome? How would you handle it differently?
- Tell me about a time when you went above and beyond for a community member? (customer, coworker, or stakeholder) Why did you do it? How did the customer respond? What was the outcome?
- Give me an example of when you were able to anticipate a community member (customer, coworker, or stakeholder) need with a solution/product they didn't know they needed/wanted yet. How did you know they needed this? How did they respond?
- Give me an example of a time when you asked for community member (customer, coworker, or stakeholder) feedback. How did you use that feedback to drive innovation or improvement? How did the customer respond?
- Tell me about a time when you evaluated the customer experience of your product or service. What did you do? What was the result?
- Tell me about a time when a community member (customer, coworker, or stakeholder) came to you for something that wouldn't actually address their need. How did you approach the situation? What was the result?

- Sometimes community member (customer, coworker, or stakeholder) make unreasonable requests. Tell me about a time when you've had to push back or say no to a customer request. What did you say or do in response to that request?
- Tell me about a time when you had to balance the needs of the community member (customer, coworker, or stakeholder) with the needs of the business. What did you do? What was the result?

We Play Co-op

When we win, we all win together. We amplify each other's strengths and support one another when challenged. We draw inspiration from our varied backgrounds, experiences, and opinions, and even when we disagree, we eagerly jump in once we make our decision. Success that comes at the expense of another person or team is treated as a loss. We offer and crave constructive input; we reject negativity and backbiting.

- Tell me about a time when you had to communicate a change in direction that you anticipated people would have concerns with. What did you do to understand the concerns and mitigate them? Were there any changes you made along the way after hearing these concerns? How did you handle questions and/or resistance? Were you able to get people comfortable with the change?
- Describe a time when you needed to influence a peer who had a differing opinion about a shared goal. What did you do? What was the outcome?
- Give me an example of a time when you were not able to meet a commitment. What was the commitment and what were the obstacles that prevented success? What was the impact to your customers/peers and what did you learn from it?

- Tell me about a time when you strongly disagreed with your manager or peer on something you considered very important to the business. What was it and how did you handle it? What was the outcome?
- Often, we must make decisions as a group. Give me an example of a time you committed to a group decision even though you disagreed. What factors led you to commit to the decision? Would you make the same decision now?
- Describe a time when you brought different perspectives together to solve a problem. What types of different perspectives were represented? How did you seek out different points of view? What was the outcome? Were there any key learnings from this experience? Knowing what you know now, would you have done anything different?
- Tell me about a time when a team member was struggling to keep up or fit in and you stepped in to help out. Why did you think they were struggling or not fitting in? Why did you decide to step in and support? What did you do to help out? How did it impact your work? What was the outcome? What did you learn from that situation?

Manager Specific Questions:

- Tell me about a time when your team's goals were out of alignment with another team you relied on in order to meet your goal. How did you work with the other team? Were you able to achieve your goals?
- Tell me about a time when you uncovered a significant problem in your team. What was it and how did you communicate it to your manager and other stakeholders? What did you do to address the problem? How did you manage the impact of this problem for the rest of your team?

- Describe a time when you improved morale and productivity on your team. What were the underlying problems and their causes? How did you prevent them from negatively impacting the team in the future?
- Tell me about a time when a team member was struggling to keep up or fit in and you stepped in to help out. Why did you think they were struggling or not fitting in? Why did you decide to step in and support? What did you do to help out? How did it impact your work? What was the outcome? What did you learn from that situation?
- Tell me about a time when a team member was not performing well and impacted your work. How did you handle that situation? Why were they not performing well? What was the outcome? What did you learn from that situation?
- Tell me about someone you hired that you thought complemented your skills. How did you coach an individual in areas where you have a weakness?
- Describe a person who struggled to get promoted under your leadership and how you helped facilitate their success.
- *What is your leadership style?*

We Own our Part

Everyone is counting on us to deliver, no matter what part of Twitch we're responsible for. We come through on time and with quality. When the path forward is challenging, we stay focused, ask for help, and find a way through.

- Tell me about a time when you took on something significant outside your area of responsibility. Why was it important? What was the outcome?
- Describe a time when you didn't think you were going to meet a commitment you promised. How did you identify the risk and communicate it to stakeholders? Is there anything you would do differently?
- Give me an example of an initiative you undertook because you saw that it could benefit the whole company or your customers, but wasn't within any group's individual responsibility so nothing was being done.
- Tell me about a time when you made a hard decision to sacrifice short term gain for something that would create long term value for the business. What was the outcome? Knowing what you know now, would you have done anything differently?
- Describe a time when you had to transition a project you owned to a new owner. What steps did you take to make sure the transition went smoothly? Tell me about a time that you chose to get involved in a project that you had already transitioned to somebody else. What was the situation? Why was it important to get involved?
- Tell me about a time when you saw a peer struggling and decided to step in and help. What was the situation? Why did you decide to step in? What actions did you take?

Manager Specific Question:

- Tell me about a time when you or your team were more than halfway to meeting a goal when you realized it may not be the right goal or may have unintended consequences. What was the situation? What did you do? What was the outcome? Looking back, would you have done anything differently?
- Tell me about a time when you had a low performing individual on your team. How did you deliver feedback? Did their performance improve?
- Tell me about a time when you helped a remote team member develop their career. Can you give me an example of a specific team member and how you helped them develop across the geographic distance?

Business Not as Usual

We're building new ways to create, so we're constantly looking for innovative ways to solve old problems and preempt new ones. Just because we've seen something work before doesn't mean it'll work for us. And just because no one else has done it doesn't mean we can't find a way. We use the diverse voices and perspectives in our community and our company to discover new ideas.

- Describe a situation where you made an important business decision based on a small experiment that you ran. What was the situation and how did it turn out?
- Describe the most innovative thing you've done and why you thought it was innovative. Ask for one or two more examples to see if it's a pattern of innovative thinking. What was the problem it was solving? What was innovative about it?
- Give me an example of a complex problem you solved with a simple solution. What made the problem complex? How do you know your solution addressed the problem?

- Tell me about a time when you were able to make something simpler for a community member (customer, coworker, or stakeholder). What drove you to implement this change? What was the impact?
- Describe a time when you influenced and drove new thinking and innovation out of your team. Give an example of how your approach led to a specific innovation.
- Tell me about a time when you had a challenging problem or situation that the usual approach wouldn't address. How did you select an alternative approach? What alternative approach(es) did you consider? What was the end result? What was the impact?
- Tell me about a novel idea you had or decision you made that had a big impact on your business. What was novel about it?

Manager Specific Question:

- Tell me about a time when you enabled your team/a team member to implement a significant change or improvement. What problem were you trying to solve? How did you measure success? What was the end result/impact?
- Tell me about a time you hired someone with a non-traditional background for the role? What qualities made you decide to move forward? How did it work out? What would you do differently now?

Move Boldy

Sometimes the best play is a calculated risk, and we're not afraid to take it. We're empowered to choose the bold path, and we encourage each other to do the same. Learning from our false starts is its own reward because we add those lessons to our playbook and use them to our benefit later.

- Give me an example of a calculated risk that you have taken where speed was critical. What was the situation and how did you handle it? What steps did you take to mitigate the risk? What was the outcome? Knowing what you know now, would you have done anything differently?
- Tell me about a time when you worked against tight deadlines and didn't have time to consider all options before making a decision. How much time did you have? What approach did you take? What did you learn from the situation?
- Describe a situation where you made an important business decision without consulting your manager. What was the situation and how did it turn out? Would you have done anything differently?
- Tell me about a time when you had to analyze facts quickly, define key issues, and respond immediately to a situation. What was the outcome?
- Give me an example of when you had to make an important decision and had to decide between moving forward or gathering more information. What did you do? What was the outcome? What information is necessary for you to have before acting?
- Tell me about a time when you saw an issue that would impact your team and took a proactive approach to solve it. What was the issue? What did you do and what was the outcome? What did you learn from this situation?

Manager Specific Question:

- Tell me about a time when you were able to remove a serious roadblock/barrier preventing your team from making progress. What was the barrier? How were you able to remove it? What was the outcome? Knowing what you know now, would you have done anything differently?

- Tell me about a time when you felt your team was not moving to action quickly enough. What was the situation? What did you do? What was the outcome? Would you have done anything differently?
- Tell me about a time when you pushed back against a decision that negatively impacted your team. What was the issue? How did it turn out? Would you have done anything differently?

Work Backwards

We see our objectives clearly. Then we look at where we need to be, assess where we are today, and connect the dots. As we work, those dots may multiply, disappear, or rearrange, so we constantly triple check to make sure they're still leading us from A to B. When we need to prioritize, we look back to our objectives to reorient ourselves and stay on target.

- Give me an example of a time when you were able to deliver an important project under a tight deadline. What was the goal? What sacrifices did you have to make to meet the deadline? How did they impact the final deliverables?
- How do you ensure you are focusing on the right deliverables when you have several competing priorities? Tell me about a time when you did not effectively manage your projects and something fell through the cracks.
- Walk me through a big problem or issue in your organization that you helped to solve. How did you become aware of it? What information did you gather, what information was missing and how did you fill the gaps? What was your end goal in solving this issue?
- Tell me about a time you were driving toward a solution when you realized it may not be the right path, or may have unintended consequences. What was the situation and what did you do?

- Tell me about a goal that you set that took a long time to achieve or that you are still working towards. How did you come up with a plan to achieve that goal? What challenges did you have to overcome?

Manager Specific Question:

- Describe a time when you constructed a team to accomplish a goal. What factors did you consider in constructing the team? Did you factor diversity into your team construction? How did you balance work requirements, team skill composition, and team stretch opportunities? What do you consider when you allocate work? How did you ensure team members were able to work effectively together. Would you have done anything differently?
- Tell me about a time when you helped one of your team members develop their career. How did you help that team member? What was the result?
- Tell me about your most challenging talent review and promotion process that you conducted for your team. What made it challenging? What factors did you consider in your talent review? What factors did you consider in the promotion process? Did you incorporate a tool to counter unconscious bias? If yes, how? How do you manage perceptions of unfair treatment? What did you learn from this process? Knowing what you know now, would you have done anything different?

Dig into the Details

The TL;DR isn't enough. Our community latches onto things that can't always be explained in a summary, and so do we. We seek real understanding by digging into the complex details of the problems we're trying to solve.

- Tell me about a time when you were trying to understand a complex problem on your team and you had to dig into the details to figure it

out. Who did you talk with or where did you have to look to find the most valuable information? How did you use that information to help solve the problem?

- Tell me about a situation that required you to dig deep to get to the root cause. How did you know you were focusing on the right things? What was the outcome? Would you have done anything differently?
- Tell me about a problem you had to solve that required in-depth thought and analysis. How did you know you were focusing on the right things? What was the outcome? Would you have done anything differently?
- Tell me about a specific metric you have used to identify a need for a change in your department. Did you create the metric or was it already available? How did this and other information influence the change? What was the outcome of this change?
- Have you ever created a metric that helped identify a need for a change in your department? What was the metric? Why did you create it? How did this and other information influence change? What was the outcome of the change?
- Tell me about a time when you discovered that your idea was not the best course of action. What was your idea? Why wasn't your idea the best course of action? How did you find out it was not the correct path? What was the best course of action? Who provided it? What did you learn from the experience?

Manager Specific Question:

- Tell me about a time when you had to validate the assumptions underlying a direct report's project. How did you decide follow up was necessary? What steps, if any, did you take to validate the assumptions? What was the result

Never Stop Learning

We constantly seek to level up our skills and abilities. And when we need help, we ask for support and we embrace that we're part of a huge, talented team—there's no need to play every position. We seek and share feedback so we can grow, and in doing so, we invite different perspectives to challenge ourselves and keep learning. We stay connected to the world beyond our walls and bring in new ideas with a fresh coat of purple.

- Tell me about a time when you realized you needed a deeper level of subject matter expertise to do your job well. What did you do about it? What was the outcome? Is there anything you would have done differently?
- Describe a time when you took on work outside of your comfort area. How did you identify what you needed to learn to be successful? How did you go about building expertise to meet your goal? Did you meet your goal?
- Tell me about a time when you didn't know what to do next or how to solve a challenging problem. How do you learn what you don't know? What were the options you considered? How did you decide the best path forward? What was the outcome?

- We all have things about ourselves we'd like to improve on at work. Give me an example of something that you've worked on to improve your overall work effectiveness. What resources did you identify to help you develop? What was the impact?
- Give me an example of a time when you explored a new or unexpected area of an existing space. Why hadn't this been explored already? Why did you move forward? What were the results or what was the impact?
- Describe a time when someone on your team challenged you to think differently about a problem. What was the situation? How did you respond? What was the outcome?
- Tell me about a time when you used external trends to improve your own company's products or services. How did you keep up to date with external trends? How did you decide to apply them to your own company? What was the result?
- Give me an example of a tough or critical piece of feedback you received. What was it and what did you do about it?

Manager Specific Question:

- Tell me about a time when you invested in an employee's development. What did you invest in and why? What was the outcome? Can you share an example where investing in an employee's development didn't work out?

- Give me an example of a time you provided feedback to develop the strengths of someone on your team. Were you able to positively impact their performance?
- Give me an example of one of the best hires of your career. How did this person progress through their career? What did you identify during the hiring process that drove his or her success?