

Google 4 Attributes Evaluation Map & Behavioral Alignment

Candidate Assessment Rubric, 'What Strong Looks Like', Story Anchors & Core Questions

Google Interview Ground Truth

GCA General Cognitive Ability

Walking through an analytical problem clearly, handling tough follow-ups, prioritizing structured problem-solving, and demonstrating logical, hypothesis-driven steps rather than just hunting for a single 'right' answer.

What Strong Looks Like:

- Pauses before answering to structure thoughts, asks clarifying questions, and explicitly states working assumptions.
- Deconstructs ambiguous, complex problems into mutually exclusive, collectively exhaustive (MECE) branches.
- Roots decisions firmly in data, explaining the 'why' behind each analytical metric and quantitative choice.
- Considers broader business implications, second-order consequences, and implementation trade-offs beyond the immediate conclusion.

Red Flags to Avoid:

- Jumps immediately into calculations or tactical solutions without clarifying scope or building a structured framework.
- Relies on gut feel, buzzwords, or unsubstantiated generalizations instead of mathematical and empirical logic.

Eric's Anchor Stories:
S01, S03, S05, S06, S07, S09

Likely Interview Questions:

- "Tell me about a time you had to solve an ambiguous problem with incomplete or contradictory data."
- "How do you approach breaking down a multi-million dollar business challenge that has no obvious precedent?"
- "Describe a situation where your initial analytical hypothesis was proven wrong by the data. What did you do next?"

Googleyness Googleyness

Doing the right thing, actively caring about others, valuing diverse perspectives, navigating ambiguity with intellectual humility, collaborating selflessly, and upholding user trust above short-term gains.

What Strong Looks Like:

- Demonstrates high intellectual humility: openly acknowledges mistakes, shares credit generously, and seeks constructive feedback.
- Puts the end user and partner first ('Respect the user'), ensuring business outcomes do not compromise ethics, safety, or trust.
- Navigates ambiguity with optimism, proactive initiative, and a bias toward continuous learning and resilience.
- Actively solicits, listens to, and amplifies dissenting or underrepresented perspectives to arrive at better decisions.

Red Flags to Avoid:

- Displays arrogance, dismissiveness, or reluctance to admit errors or knowledge gaps.
- Prioritizes short-term commercial wins or quota attainment at the expense of user trust, data integrity, or ethics.

Eric's Anchor Stories:
S02, S05, S08, S10, S11

Likely Interview Questions:

- "Tell me about a time you prioritized doing the right thing for a user or client over a quick win or short-term metric."
- "Describe a situation where you had to work closely with someone whose working style or perspective was completely different from yours."
- "Tell me about a project that did not go as planned. What was your role in the failure and what did you learn from it?"

Leadership Leadership

A demonstrated track record of influencing, inspiring, and mobilizing cross-functional partners to achieve meaningful outcomes, particularly when leading without formal organizational authority.

What Strong Looks Like:

- Leads without authority: rallies peers, cross-functional partners, and senior leaders around a shared vision through persuasion and data.
- Proactively steps up to address unowned, messy organizational gaps before being asked or assigned.
- Navigates tough stakeholder politics empathetically, building trust and finding win-win compromises across competing interests.
- Communicates strategic direction with clarity, energy, and conviction, empowering others to take ownership.

Red Flags to Avoid:

- Relies on formal authority or escalation rather than persuasion, data-backed logic, and empathetic alignment.
- Passes blame onto other teams when initiatives stall or fail; acts as a passive victim of organizational bureaucracy.

Eric's Anchor Stories:
S02, S03, S04, S10, S11

Likely Interview Questions:

- "Tell me about a time you led a cross-functional initiative where you had no formal authority over the participants."
- "How do you build consensus when senior stakeholders have fundamentally opposing views on a critical strategic initiative?"
- "Describe a time you saw an unowned business problem or operational inefficiency and took the initiative to resolve it."

RRK Role-Related Knowledge

Demonstrated passion for technology, strong business and commercial acumen, technical excellence in SQL and data modeling, and deep understanding of sales operations, sales funnels, and the GCS SMB ecosystem.

What Strong Looks Like:

- Demonstrates fluent understanding of commercial sales operations: pipeline velocity, funnel conversion, and territory capacity.
- Understands the economics of small and medium businesses (SMBs) and how digital ad products (Search, PMax, Local) drive business growth.
- Exhibits advanced SQL and analytical craftsmanship: writes clean, robust queries using window functions, CTEs, and defensive logic.
- Articulates how Revenue Strategy & Operations (RSO) acts as a strategic co-pilot across Acquire, Onboard, and Grow lifecycles.

Red Flags to Avoid:

- Lacks understanding of basic advertising and sales funnel concepts (e.g. confusing CTR with CVR, or CAC with CPA).
- Treats analytics as purely academic or isolated from commercial P&L impact and sales floor reality.

Eric's Anchor Stories:
S01, S04, S06, S07, S08, S09

Likely Interview Questions:

- "Why are you interested in Strategy & Operations specifically within Google Customer Solutions (GCS)?"
- "How would you diagnose why an SMB advertiser who was successfully acquired churned within their first 60 days?"
- "Walk me through your experience modeling sales funnels and stage-level bottlenecks. How did that translate into seller changes?"