

TEI 067: Master the Product Manager Interview

Host: Chad McAllister, PhD

Guest: Charles Du

[0:00]

Chad: In this interview, you are going to learn a simple, structured approach for answering product management interview questions. This is useful for anyone wanting to start a career in product management or change companies, as well as for product leaders who interview candidates. My guest, Charles Du, is a UX designer, SCRUM practitioner, and award-winning product manager and coach. He led the design of NASA's first iPhone app, which received NASA's software of the year award, and Charles teaches product management in many venues. I tracked him down after I saw a course he recently launched on Udemy entitled, "Master the Product Management Interview." To get the notes of the discussion, including a great offer Charles provided, go to www.theeverydayinnovator.com/065. Enjoy the interview!

Chad: Charles, welcome to The Everyday Innovator!

Charles: Happy to be here, Chad. Thanks for having me.

Chad: Absolutely. I was really glad to find this course that you did on Udemy about teaching product managers how to prepare for an interview to either get that job as a product manager or maybe they're looking at changing companies and they want to prepare again for that interview. It's a really challenging interview, and you did a really nice job with the course. I've looked at a lot of courses on Udemy, and they are kind of all over the place in production quality, and yours is very well done. It presents the information in a clean, structured manner. How did that training come about? How did you get involved in helping product managers with the actual interview process?

Charles: Sure. So, in addition to teaching online, I also teach a lot in person and I've taught dozens of workshops on product management and also product management full courses, and I found that there was always a piece missing, because, I'd be in the course and students would always ask, how can I ace an interview? What are common questions? So, the product manager role is a very highly coveted role. So the downside is, everybody wants this job, but it's really challenging to get this job. But on the plus side, you know this, that as you go through more and more interviews, that there are a lot of patterns involved. I realized that there are many different types of questions that interviewers ask, just to figure out who the best product managers are, so I said, I can teach this knowledge and really break it down to here are the popular types of product manager questions that companies will ask and here are the perfect answers, because these answers have worked for me, they've led to job offers, and to provide that in a really easy to consume course. I spent a lot of time on making this course high production value. Thank you for recognizing it, because I know that when you're taking an online course, it's kind of hard to get engaged so I really wanted to make it super high in production value and super fun.

[4:49]

Chad: Absolutely. And I wanted to reach out to you am really glad to have you on the show, because one of the topics that does come up with my listeners, is how do I get that first job in product management and this helps to address that questions, and also how do I make that change to another company? I've had the opportunity to interview a few people about different aspects of this, but we haven't really driven in on the actual interview questions. This is a great opportunity for that. My listeners are really

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across the board in terms of industries. I know your background is more in the software development space. Who would you say this training course is for?

Charles: I would say that across industries, you'd be able to get value out of this course. When I created this course, a lot of the examples I used come from my experience as a software product manager, but they are high level topics, like if you look at this course and you learn how to answer behavioral questions, a lot of the frameworks that I teach you'll also be able to apply that for a consumer product or a medical product. The examples I use, a lot of them are software products, but the frameworks are generic enough that you can apply across industries.

Chad: That was my feeling too. When I reviewed your course, I kind of had the same sense. Even though the examples tend to be specific to software, the context and the structure that you lay out, the structure in how you respond to the different types of questions that are asked, could be applicable to any industry. So I think there is a lot of value in there. When it comes to those questions, so as I reviewed, there was a set of different categories that you addressed. Questions like instructional questions, product vision questions, behavioral questions, and estimation questions. I would love to have time to go through all those, but I know we won't be able to do that. Let's dive into the first one that you think is most important. What is the first type of question that people run into, and it might not be one of those that I listed, but what's that most important question people should be prepared for?

[6:43]

Charles: Sure. I'd be happy to share. I actually have a section in the course that talks about the MIQ, which stands for the Most Important Question in a product manager interview. This question is actually not a question that the interviewer will ask you, but it's actually a question that a candidate will ask. I called this MIQ because I like to fit in this question as early as possible. I can give you an example of what the MIQ is. At the beginning of every single interview, you're going to get some type of question like, tell me about your background, or walk me through your experience. This is where you fit in the MIQ. This is where you say something like, I'd be happy to share my background, but before I start, can I ask, what are the top 3 qualities you look for in ideal candidates? The MIQ is basically a question that the candidate asks, to flush out all the things that the interviewer cares about. This applies across all industries. The reason that this is really important is because the earlier you ask this question, the more contextual you can make all your answers during the interview. As you are answering, here's a little bit about my background, I did this, this, and this, it addresses all the things that the interviewer cares about.

Chad: That's really smart, because then it really provides the interviewee, you, the opportunity to kind of control the direction of the interview experience.

Charles: Exactly. Most of the time when people go into interviews, they think of it as very one-sided, where the interviewer has a list of questions, and the candidate will just respond to it. It's very one-way. But by asking this question early on, it gives you some control on driving the interview. It gives you an opportunity to tell your story because later on you can say, hey, I'm sharing this experience with you because here are the qualities you are looking for and I'm just giving you examples that are relevant to you.

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Chad: Very good. Can you walk us through a specific scenario of how this might play out?

[8:55]

Charles: Sure. Here is an example. The interviewer will say something like, walk me through your interview. You will say, I'll be happy to but before I start, can I ask, what are the top 3 qualities you look for in an ideal candidate, just so I can make my answers more relevant? The interviewer will say something like, I'm looking for someone to have a vision, executional ability and leadership skills. This is where you can say, well, my last job was at Ticketmaster, I came up with an idea of how to reduce the number of steps for fans to purchase tickets and after I came up with the idea, I created wireframes, I wrote user stories, I worked with the developers to flush out the idea some more. After I got buy-in from all the stakeholders, I led the team to make this happen and I did through doing regular sessions, I am working with quality assurance, making sure it's following the vision I set. So that was an example. So you can see that when the interviewer asked me, they asked for examples of product vision, can execute, and then also leadership. In that very concise answer, I gave them all three. Because they told me what they were looking for, all my subsequent answers, whether it's product vision questions or behavioral questions, I can go back to those three qualities they look for.

Chad: One of the dreaded questions that comes up in some interviews is kind of that catch-all, what are your strengths, tell me about your strengths. This is a great response to those kinds of questions, because it provides opportunity to frame the context in terms of what they interviewer is actually looking for, as opposed to kind of rambling on in an undirected manner.

Charles: Yeah, totally. The great thing about this question is, it personalizes your answers to whoever the interviewer is. A lot of times, the candidate will practice and create stories and they'll offer a cookie-cutter generic answer to the interviewer. The interviewer will be like, this is not really relevant to me, this is not what I care about. Sometimes you might get interviewed by a senior product manager, sometimes you might get interviewed by an engineer or developer, and sometimes you might be getting interviewed by a designer. Every single one of these types of people, they're going to care about different things. By flushing what their needs are upfront, you can tailor your answer and your stories to every single one of them, so it's super relevant.

[11:41]

Chad: Absolutely. So again, it's: what are the top three qualities you are looking for in a top candidate, and you're asking that as the person being interviewed to the interviewer, early on in the conversation. Give us some guidance on how to kind of work that in. Because when you walk into that interview, like you said, you go through a series of interviews, they're different level people interviewing you. Sometimes they just start asking pinpointed questions, right? How can you try to work that question in early into the interview experience?

Charles: Sure. Almost with the beginning of every single interview, they'll ask you something like, walk me through your resume or tell me a bit about your background. They like to start with something really, really generic. The moment that they ask you a generic question, that's when you can slap this question in. You can say, with a very, very gentle tone, be like, hey, I'd be happy to answer your question, but before I start, can I ask, what are the top 3 qualities that you look for in an ideal candidate,

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because I want to make my answers extra relevant to that. I can slap this question in there early by saying, ok, I'd be happy to answer your questions, but before I start, can I just ask you what you care about so I can make my answers relevant? And when you give them that reason, and we say it in a really, really gentle tone, then it makes the conversation flow and it doesn't feel like all of a sudden you're like, ok, you're asking me a question, let me ask you a question first.

Chad: Yes. It's more of a conversation. That's a good one to connect it to, if it's the, you know, tell me about yourself, walk through your resume with me, then it gives you the opportunity to frame this better and make it much more directed to what that specific interviewer is looking for.

Charles: Totally. As an interviewer, chances are, you don't get that many candidates that ask this question ahead of time. The feeling you are going to get, if you do this the right way, is like, the interviewer is going to feel, hey, this candidate is really thoughtful. They care about my time, they want to make sure that the answers that they give are relevant to my questions, and what I care about. They're going to feel like you're a very, very thoughtful candidate. It's a great question to ask in every single interview.

Chad: A lot of time, as the person being interviewed sitting there, I think we're trying to figure out what is the reasoning behind the questions the interviewer is asking us, and we're trying to frame our questions in a way that we think they might like, and this just takes the mystery out. We now know what they are looking for and we can respond directly to that. Have you found, if you show up at a company at an interview, my experience is you typically go through multiple people. I don't know what it was like at Google or Apple, places you've interviewed, but you might go through six different people interviewing you and asking you different sort of questions. Have you found a lot of variety in terms of what they're actually focused on, what they would like you to emphasize?

[14:51]

Charles: You know, not really. The great thing about product managers is it's a growing field and right now, there's been a lot of research and studies that show what's the make-up of a great product manager. The answers that I get back by asking this question always gets into the bucket of, they are looking for someone with product vision, they're looking for someone with executional ability, they're looking for someone with leadership skills. As long as you prepare examples from your past that fits them to every single one of these buckets, I would say you're in pretty good shape. You might get different flavors and people might use different words, like I'm looking for somebody that can work in teams, well, that falls under leadership. I'm looking for somebody that has initiative, that falls under leadership. I'm looking for somebody that can manage stakeholders, that falls under leadership. I'm looking for somebody that's creative, that falls under product vision. So they might use different qualities and different words, but they will all fall under those 3 pillars of qualities.

Chad: That's a really bit tip. So if you're preparing for that interview experience, knowing that you need to have a response for these 3 categories, the product vision, execution ability and leadership skills, really helps someone prepare better. I would suspect there's also some variability in that, and what I'm thinking about is like at a tech company they might also want to dive into your technical experience some, like that has to be of more interest to Google, whereas Amazon is really focused on business management experience and I expect companies outside the software industry have their own personal

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take on whether they want a heavy domain experience or business knowledge and we might find other buckets maybe coming up, depending on the industry. I don't know if you saw that even in just the companies you have experience with—different emphases that they tend to care about?

Charles: Yep. You're exactly right, Chad. I've interviewed at companies that are highly analytical, so Google is a great example of that. They asked me a lot of estimation questions. Yelp is another company that is very analytical and data-informed, so they asked me a lot of analytical and estimation questions. When I interviewed at Apple, I didn't get as many estimation questions, more product vision and behavioral questions. Before you interview at the company, do a quick competitors analysis and look at their product and you can get a feel of the culture and how data-driven it is. The more data-driven it is, the more you probably want to practice estimation questions and so on.

[17:49]

Chad: Ok. Since we're talking about estimation questions, then, let's explore that briefly. What does an estimation question look like? How is that structured?

Charles: Sure. An estimation question is basically how many golf balls can you fit in a bathroom? Or, pretend that you have this new product that you are about to launch, how can you reach 10,000 people? What's really interesting about these estimation questions is they're not looking for you to come up with the right answer, but what they want to do, they want to get an idea of what your thought process is, of getting to that right answer, or getting to that answer. So the process that you explain that you take to get to your final answer for the estimation question is a lot more important than the actual answer itself.

Chad: So, if I get asked this question, I haven't heard this one before. I like it. I'm having a flashback to my freshman physics course, where we got asked estimation questions like this. How many blades of grass are there in the average square yard in America? We had to figure out one square yard, grass, how do we get there? So this golf ball question intrigues me. So if I was the one being asked, how many golf balls can you fit into a bathroom, how would I structure my response to that to really impress the person interviewing me?

Charles: Sure. So, there are 3 perfect steps to get to that answer. The first one is you would want to clarify the question first. The second step is you want to give an estimate and form some sort of equation around it. The third step is to optimize it. So, for the blades of grass, I would start by asking stuff like, hey are we talking about inside the United States, are we talking about the entire world, and this is just to show that you're trying to get the scope of the question. As a product manager, a lot of times, you'll have lots of ideas coming at you. Some of them are way, way, way out there and you really want to clarify what the exact problem is, so you can scope the product. Afterwards, that's where you kind of run your estimation engine and say, ok, to get to this answer, let me build an equation around it. Then you can use their white board, and for whatever questions they're asking, you can make a rough formula. As you're making that rough formula, you'll figure out, here are the different variables that I need to plug into that formula. So maybe if it's the United States, there's probably some number that represents the average household. Right now there's 300 million people in the United States and they have a household size of three, then you have a 100 million households. Then you can talk about, from that number of households, how many of them have houses, and then how many blades of grass belong

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in each house? Just from that thought process you can start to build what the equation is and start to kind of estimate what it is. It's okay if you don't know the exact answer, or exact numbers, but just the building of the equation and then later on saying, all right, I'm going to assume these numbers because I don't have the internet right here, but I think this is the steps I would take to get to that answer, it's good enough. So then you would build that equation and after you build that equation and you get to a rough answer, then you can say something like, this is the rough answer that I have, but I'd like to take it a step further by optimizing this. Because not everybody's going to have a house, some people live in apartments, some people live in cities and they don't have yards in front of them, so let me just correct my final number by a little bit. When you do this step, it kind of shows the interviewer that you're going beyond the call of duty. You know that is the rough estimate, but you actually want to add the extra polish to make the answer even more accurate. It shows them that you can think about all these different edge cases that happen. To recap, here are the main steps to craft a perfect answer to an estimation question: clarification, estimation, and optimization.

[22:14]

Chad: I love that clarity, too, of those three steps and the structure for how you respond to this. Those are questions that are just personally fun to me. I have used those questions sometimes interviewing people, and I like thinking through them myself. One of the things you said is very important, that you don't have to know the actual specifics of the data involved, because people are wanting to see your thought process. So if you come up with the path to creating the estimate, what those variables are, how they're related, what that equation looks like, and then you can say, I don't know how many homes in America actually have grass and how much of their lot size is filled with grass, but we're going to make a guess what that number would be and I know I can look that up in a database later to get a precise answer and you just work your way through how you're thinking about it. That's what they interviewer really wants to see you do, is how you think about this sort of problem, right?

Charles: Exactly. They want to look for somebody that's thoughtful, that can demonstrate structured thinking, and is willing to jump right in to solve the problem. The bad answer would be somebody that's like, I have absolutely no idea, and they just freeze. That will happen if they're not prepared. Fortunately, this is a common type of question and it's easy to prepare.

Chad: That's the whole purpose of your training course, is to help people prepare. Because an interview is a really tense situation for a lot of people because all of us, when we're asked questions we feel like we're obligated to provide an answer, even if we don't really know what the answer is, and that's when we start rambling and bumbling our way through the interview. Having an expectation of the types of questions that get asked, I think is really powerful. And then, having this clear structure, clarify the question, figure out the estimate and the equation you would use, and then optimizing for the circumstances and edge cases you might run into, that structure provides a lot of confidence to, if I was the person being interviewed, I walk in with a lot of confidence knowing ok, I can respond to this whole set of questions I thought through and that will probably prepare me for the ad hoc question, too, to give a structured response I've never thought about.

Charles: Totally. I'm glad you brought that word up: confidence. Because I can still remember what it was like when I started interviewing for product management jobs. When I was new, I had really no idea

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what they were going to ask, I mean, I read up on this job and it's an awesome job, it's going to use your left brain and right brain and I would go in and I would pretty much have to wing all my answers. But having now interviewed at dozens of companies, I started to notice the common types of questions that every single company would offer and the more I interviewed, the more I prepared and the more I realized here's the answer to every single type of question. Now I want to share that with other people that are new to the field because I think every single person has some sort of ability and unique knowledge and with preparation, what they're doing is they're just bringing their best side up so they can show their best side. That's done through preparation.

[25:37]

Chad: There's another question that comes up a lot as we think about the product management role, a question like, how would you design a calculator for a child? What do you call that sort of question?

Charles: I call that a product vision question.

Chad: Ok. I don't want to dive into too much detail, because of our time, but how would you go about structuring a response to that? Does it start with clarifying the question again?

Charles: I have a different structured answer for a product vision question. So then what I like to do, is I like to break it down into five steps for a product vision question. The five steps are: problem, solution, improvements, trade-offs, and wild ideas. Basically, when someone asks us a product vision like, design this for me, or talk about your favorite product, what they're really looking for is your product vision. So remember the three qualities I mentioned before, which is they're looking for product vision, they're looking for execution ability, they're looking for leadership. This question gauges product vision. With any rock star product manager, it starts with a problem. So when they say, hey, design an alarm for a child, instead of just start rattling features right away, which a lot of candidates will do, what they want to hear is, here are the problems that the child will face and this is really unique to the child. Then when you flush out a problem, then you can design a solution for the problem. That's the second step, is to design the solution. Like, hey, as a child, I might have small fingers, or I don't really have as much coordination, I might want to design the buttons to be really, really big, so now I'm designing a product that's catering specifically to that persona that has that problem. Then you can talk about the improvements, because as a product manager, you're not just designing a product once. You probably have an MVP and then you have a long term vision of what the ultimate product is. The improvements basically represent all the version 2s and version 3s that you're going to design to get to that final product. You're not going to have enough budget or time to build it all. After you talk about the different improvement and the different future product versions, you can talk about the trade-offs, like I could have these two features versus these two features. Here are the pros and cons of each. That shows that you are thoughtful about, like not every single feature is great and there are obviously trade-offs and you as the product manager will have to decide which ones are worth putting into the first version of the product. After the trade-offs, then that's where you can show how creative you are by coming up with wild ideas. That's when you can say, hey, imagine that I build this clown and whenever the clock hits 7 am, the clown starts dancing and it starts to wake the child up and it's okay to have these wild ideas at the end after you've already shared, here's a practical answer to the question. Here are all the crazy ideas I can do with unlimited budget and it makes the conversation kind of super fun

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and it kind of shows off your creativity. Sometimes a wild idea will turn out to be the right idea. For a product vision question, those are the five main steps.

[29:07]

Chad: I love again the clarity of that structure and not only is that a great answer to the question, obviously that's what we should be doing as product managers, exploring the problem of a specific user designing the solution for that type of user, looking at really the lifecycle of that product and that when we have the opportunity that we've got to get to something out to market soon, what that might be and then what future versions might be. Doing the trade-offs that you talked about and being thoughtful about those options, what would make sense for that user and then exploring the wild ideas, and in some cases, those might actually be the thing that differentiates your product from the other competitors out there.

Charles: Great job recapping.

Chad: I really appreciate the structure. You add so much clarity around this, and I hope Everyday Innovators listening, when you're in this situation for doing and you could use this on either side, I'm sure. Your course would also be useful for people doing interviews for product managers and really give them some good ideas of how to spot that ideal candidate. Obviously, for who it's targeted toward is the person interviewing, that the structure here that you share on these questions provide a lot of confidence to help you really prepare for those situations. I want to get back to a couple questions for you too, that I like asking guests. One is, what is the best advice you've ever received as a product manager?

Charles: I would say the best advice I've ever received as a product manager is focus on the user and everything else will follow. The reason I bring up this advice is because as a product manager, you start off with a product vision. Your product vision really helps solve some sort of problem for the user. There's been countless times in my career where I get other people, other stakeholders come in and say, hey, why don't we build in this extra feature, why don't we build in this extra feature? A lot of those intentions of building those extra features, are not all focused on the user. Let me give you an example. When I was first designing NASA's iPhone app, I had somebody come in and say, hey, instead of highlighting all the missions, why don't we highlight these specific ones because they have a bigger budget. If we focus solely on those big budget mission, then there's a better chance of us getting funding for us to build our product. At the time it was just, no, we're building this for the American public and people want to know all the different missions that NASA has, even small missions ranging to the large missions. I had a hard battle against that person that came up with that idea. In the end, I think we, of course we didn't take that feature request and we launched the product that was solely focused on the user and it was a huge success.

[32:14]

Chad: It's really good advice. The other part of that is, unfortunately, I see product managers sometimes stuck in the environment where they focus on the competitors and they're looking at basically how to make their product on parity with competitors and I think we get lost in chasing the wrong thing, and

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the clarity of focusing on the user really helps us understand what provides value in our product for the people actually buying it.

Charles: That's a great point. I've been told, or I've been asked, with feature requests, hey, if you do this, it will be different. If you followed that advice, you'll build a product that's really different, but it might not be a product that people really care about and use. It'll stand out from the pack, but it won't be a useful product. If you look at the most successful entrepreneurs who have a product manager mindset, like Steve Jobs, they think about the user, and they prioritize the user first, and they think about making money later on. Having that mindset gives them that long term thinking that helps build trust and loyalty and helps them solve the right problems. All those companies are now worth hundreds of billions of dollars and they're doing awesome. They're doing the same thing. They're focused on the user. Mark Zuckerberg wants people to connect with everyone else in the world. He'll just make money along the way, because now users care about it and they want to engage with the product. The money will follow but at the core, he's focusing on the user.

Chad: Absolutely. When we create valuable products, that value translates to revenue from our customers. Very good point. As listeners know, I always like to wrap up with this innovation quote. I asked you to think about an innovation quote that you love and to share with us why you chose it and what did you bring for us?

Charles: Sure. I picked a quote by Woody Allen. He was actually not a product manager in the traditional sense, but having directed so many movies, he's kind of a product manager for the movie world. His quote is, "Eight percent of success is showing up." The reason I picked this quote is, one of the things I like to do is look at systems. I'm really curious how systems can help products grow, that can help people grow, and a lot of times I find that if I find the right system and show up, that my growth just happens organically. I see this happening with people that listen to this podcast, people that take courses, because that's what classes and courses and podcasts are. They're just systems to really help people grow organically. By having very thoughtful speakers on your podcasts every single month, you're basically doing all the hard work for them. For them, all your listeners are pretty much just going to get all that knowledge just by plugging in and listening. That's showing up. And they're going to be more successful because they're listening to all these product veterans that are sharing all their knowledge. Whenever I see somebody take a class from general assembly or a community college, they're placing themselves in a system and all they really have to do is show up. The structure is already set for them. That's what I like to do. I like to look for systems to place myself in where I can just organically grow and I like to create systems for other people, where they can just show up and then organically grow. So, "eighty percent of success is just showing up." That's my favorite quote.

[35:52]

Chad: It's a great quote and I love and appreciate how you connected it to the podcast. Because the purpose of this podcast is to provide value to the product manager, management community, and all those product managers and innovators who are listening. That's a growing audience all the time. To wrap up, Charles, and first, to let everyone know, listening, we did take a cut and we had to re-record this part because of the change that Udemy made and how they're doing coupons, and I'm about to ask how we can find out more about your course on how product managers can get a product management

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job and interview for a product management position. I know you're going to offer this great discount. So thanks for redoing this so that we can get the discount out to the listeners with your Udemy course. Tell us about that course and how to find it.

Charles: Sure. Happy to share, Chad. Basically, the course is listed as \$35, and this course includes 77 lectures and over 5 hours of HD video content. There are two ways to find this course. They can either go to Udemy directly and search for "Master the Product Management Interview" or just search for my name, Charles Du, and they can find the course that way, on Udemy. The second way is to go to my website, www.productcharles.com, and I have a special section called courses, and they'll be able to find the course that way. The course is currently listed for \$35, but I want to share a promotion with your listeners and I'm going to give you guys 30% off for a limited time, so it's going to bring down the price from \$35 to \$24 and that's pretty much the price for a good book if you think about it. The coupon code is going to be TEIpodcast. The Everyday Innovator, abbreviated, podcast. If you enter TEIpodcast into the Udemy site, it will give you 30% off on that entire course.

Chad: Great. I just want to let the listeners know I'll make sure I put that in the show notes to make it easy to get to your course and provide the link. I have looked at your course, and at \$35 it's an enormous value. The 77 lectures you go through—really good value on how to prepare for an interview in product management. It's really the best I've seen. I appreciate you offering listeners a discount too. Everyone, if you have any interest in ever interviewing for a position in product management, this is a really good opportunity, like you said, Charles. For really the cost of a book, you can get a lot of help here, so thanks for offering that. Tell us where to find that on Udemy also.

[38:32]

Charles: If you just go to Udemy you can just search "Master the Product Manager Interview" and you'll be able to find the course. Or you can search for my name, Charles Du, and you'll be able to see that course, along with a few other courses.

Chad: How long will the discount be good for?

Charles: It's going to be two weeks from that date that this podcast goes live, which I believe is, so it's going to go live on April 11, and then this coupon is going to have expired April 24. There's a limited number of coupons, so once they're gone, they're gone. It's going to have a two-week expiration window.

Chad: So there's an incentive. So get in early and once they're gone, even in that two-week period, then they're gone. The earlier you get in, the better, right?

Charles: Yep.

Chad: Listeners, I'm not getting any kickback on this. I just did find the course really valuable and wanted to pass that on to you. Charles, I really appreciate you sharing the discount with everyone, too. In terms of getting in contact with you and all the work that you're doing, how can they do that?

Charles: Sure. So I have a blog called www.productcharles.com and that's where I share my product management ideas and thoughts, and sometimes case studies. So people can check out my blog and

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Host: Chad McAllister, PhD

Guest: Charles Du

they can also subscribe to my free newsletter, so that's a good way to get a hold of me and check out the stuff I've put out. I just want to put a shout out to one of my other services, which is, I offer coaching. For those that have taken the course and they want to get a little bit more help and they want to get personalized feedback I'm also happy to give readers of this podcast 30% off of my coaching services. This is where I hold Skype sessions with my clients and I'll give them personalized feedback. I ask them stuff like the MIQ. I give direct feedback on how to take it to the next level. Currently, I'm helping one client land a job as a product manager at Uber and this guy's an experienced product person, but he wants to make sure that he can do as much as he can to prep, because this is his dream job and I'm also helping another client land a job as a product manager at an international ecommerce company and in this case, he is transitioning careers, so I'm pretty much helping him answer questions with the right words, with the right languages, because he is transitioning worlds, and also kind of give him ideas for the case interviews he's facing. It's been super fulfilling and I love doing this. Both of them ended up signing up for more sessions because they got a lot of value out of it. If you're interested in personalized coaching, you can email me at productcharles@gmail.com and if you mention this podcast, The Everyday Innovator, I'll give you 30% off my normal coaching rates.

[41:40]

Chad: That's awesome. What I think, you said it's rewarding to you to be involved in this coaching, what is so great for that, though, is it helps you stay current and up to date with what's going on in the product management community in terms of trying to find work and what companies are doing in interviews. As one individual, you can only interview so many times, for different product management jobs, but now that you're coaching these others, you're really staying up to date all the time with what companies are looking for and are able to provide even more value to people coming to you.

Charles: Exactly.

Chad: Great. Appreciate you making that offer available for coaching and the course that you've put together, I really think it's valuable for everyone looking into interviewing for product management, and I appreciate your time today.

Charles: Thanks, Chad.

Chad: Thanks for listening. Help other product managers discover this podcast by leaving a review on iTunes. Even better, tell a product manager or innovation colleague about this podcast. I really appreciate that. You'll find all the notes for the discussion with Charles at www.theeverydayinnovator.com/065 Keep innovating!