

So You Want to Hire  
Engineering Force  
Multipliers?

# What's the Talk About?

We're covering:

- What force multipliers actually look like
- Interviews in the age of AI
- How to improve and debug your interview process

This is **not**:

- A copy-and-paste template
- Authoritative
- A comprehensive guide to *everything* on hiring

# Force Multipliers and Innovation

Cumulative culture.  
Intellectual humility.  
Ecological awe.

# Hiring in the AI Era

# Writing a Better Interview

1. Experiment a lot
2. Select for factors that are "impossible" to game
3. Identify signals that show **regardless of socioeconomic background**

# The Privilege Factor

Socioeconomic environments influence social cognition

Marginalized → via cultural processes

Privileged → via technical processes

Most interviews only test technical *solutions* to "technical problems"

“

Impact requires technical *and*  
cultural problem solving skills

”

# Designing a Better Interview



# Exercise Time!

1. Write out your favorite "system design" interview question
2. Follow along with me and we'll improve it
3. Then we'll debug it and iterate

# System Design

"How would you approach splitting a monolith?"  
(insert a description of the monolith here)

# Identify What Good *Can* Look Like

1. What is the "cultural" approach to this?
2. What's the "technical" approach to this?

For each one, write down  
one key *positive* indicator and  
one key *negative* indicator.

For each indicator, write down *why*.

# Splitting a Monolith

(Hazel's Example Answer)

- What is the "cultural" approach to this?
  - Ways of working, teaching teams to work collaboratively, identifying potential services by team surveys, ...
- Positive indicator: Solving communication barriers
  - Why: Explicit communication balances losing the implicit context of a single codebase
- Negative indicator: Introducing process without context
  - Why: Teams will work around process if it hampers productivity

# Compensate for Bias

Before:

"How would you approach splitting a monolith?"

After:

**Let's work together** and examine the **process** of splitting a monolith.

How would you approach this **culturally and technically**?

**Let's focus on the human elements first.**

# Validate Your Signals

- Do only men pass the technical interview?
- Does the "systems interview" weed out non-native english speakers?
- Do you primarily hand out offers to one demographic?
- Do regretted hires follow a predictable pattern?

(I have personally observed every single one of these)

# Iterate!

“

IOx engineers don't exist, but  
engineers that help build IOx  
healthier teams do.

”



# Hiring Force Multipliers is Hiring for Distributed Social Cognition

# Resources

- [https://www.cell.com/trends/cognitive-sciences/abstract/S1364-6613\(23\)00066-9](https://www.cell.com/trends/cognitive-sciences/abstract/S1364-6613(23)00066-9)
- <https://doi.org/10.1038/s44159-022-00081-9>