

VP Engineering: a shortlist of three.

Prepared for Example Payments (fictional) by [Your agency] · [Date]. Confidential: shared with each candidate's consent.

THE BRIEF

What you asked for, and how we searched

ESSENTIAL

- Has led 80+ engineers across several teams
- Has delivered a regulated payments product
- UK-based, with two to three days a week in London

PREFERRED

- Has built a function through growth, not only inherited one
- Has reported to a board or investors

Location changed from London-only to hybrid on 10 September, after the market map.

HOW WE BUILT THIS SHORTLIST

46 employers checked against the agreed rule

58 leaders within the remit

17 approached

9 conversations held

3 qualified, interested candidates presented

Example: fictional client, employers and candidates. Replace with your own.

The three candidates against the brief

Requirement	Maya Collins	Daniel Osei	Ruth Hamilton
Led 80+ engineers	Evidenced · ~90	Evidenced · ~120	Evidenced · ~200
Regulated payments delivery	Evidenced	Evidenced	Evidenced
Two to three days in London	Proposed two days	London-based	Proposes two days a fortnight
Built a function through growth	Evidenced	Partly: inherited org	To verify
Board or investor reporting	Not yet	To verify	Evidenced, group level

Recruiter’s assessment, completed by hand from interviews and sourced facts. Not an automated score.

Example: fictional client, employers and candidates. Replace with your own.

Maya Collins

Director of Engineering, Company C (challenger bank) · Manchester

CAREER FACTS

- Director of Engineering, Company C, 2022–now: payments and ledger, ~90 engineers in seven teams (confirmed in interview)
- Led migration to a new card-processing provider against a regulatory deadline (2024)
- Engineering Manager, then Head of Platform, Company F, 2017–2022
- Source: public profile and interviews, checked 1 October

FIT AGAINST THE BRIEF • RECRUITER ASSESSMENT

The closest match on this shortlist to your regulated launch: she has delivered a payments migration to a fixed regulatory date. The gap is scale. She has not yet led 140 engineers or reported directly to a board. She proposes two days a week in London.

STILL TO VERIFY

How she would structure the next layer of leadership at 140 engineers. Board exposure.

STATUS

Approached 12 Sept. Two interviews with us. Interest confirmed 1 Oct. Notice: three months, as stated.

QUESTIONS FOR YOUR INTERVIEW

Walk us through the migration plan and what you would change. How would you grow your leadership team?

Daniel Osei

VP Engineering, Company A (payments scale-up) · London

CAREER FACTS

- VP Engineering, Company A, 2023–now: four platform teams, ~120 engineers (confirmed in interview)
- Director of Engineering, Company A, 2020–2023
- Senior Engineering Manager, Company G (consumer marketplace), 2016–2020
- Source: public profile, company talk and interviews, checked 1 October

FIT AGAINST THE BRIEF • RECRUITER ASSESSMENT

Closest on scale and location: he runs a comparable organisation in London today. He inherited most of that structure rather than building it, which matters if you expect the function to double. A strong option if stability matters more than build experience.

STILL TO VERIFY

Evidence of building teams from scratch. Investor or board reporting.

STATUS

Approached 15 Sept. One interview with us. Interest confirmed 2 Oct. Notice: six months, as stated.

QUESTIONS FOR YOUR INTERVIEW

Which parts of today’s organisation did you design? What would your first 90 days here look like?

Ruth Hamilton

Head of Payments Engineering, Company D (large bank) · Edinburgh

CAREER FACTS

- Head of Payments Engineering, Company D, 2021–now: payment rails, ~200 engineers within a wider CTO organisation
- Led incident and resilience programme across payment services
- Engineering roles in two banks, 2010–2021
- Source: company site and interviews, checked 2 October

FIT AGAINST THE BRIEF • RECRUITER ASSESSMENT

The deepest governance and resilience experience on the shortlist, from a much larger, more structured environment. The question is pace: whether she can deliver product change at a scale-up’s speed. She tests whether the brief can include large-bank leaders.

STILL TO VERIFY

Experience of fast product delivery outside a large bank.
Appetite for a smaller organisation.

STATUS

Approached 18 Sept. Two interviews with us. Interest confirmed 3 Oct. Notice: three months, as stated.

QUESTIONS FOR YOUR INTERVIEW

Tell us about a change you shipped quickly. What would you keep, and drop, from bank governance?

NEXT STEPS

The decisions we need from you

Candidate	Your decision	If interview: proposed slots
Maya Collins	Interview / Hold / Decline, with a reason	14 or 16 October
Daniel Osei	Interview / Hold / Decline, with a reason	15 or 17 October
Ruth Hamilton	Interview / Hold / Decline, with a reason	16 or 20 October

- Feedback by

[Date]: one decision per candidate, with the reason.
- References

Taken after first interviews, with each candidate’s consent.
- If no one progresses

Widen to the consumer-marketplace segment held back at mapping, or revisit the scale requirement.

Example: fictional client, employers and candidates. Replace with your own.

BUILD THE MAP THAT FILLS IT

Build the shortlist in TalentMaps, then export it in your agency's branding.

`talentmaps.app`