

Building a founding team at Google X

A moonshot team at Google X needed founding engineers and product managers to support its launch. I worked on building that team. The completed team supported an on-time launch and additional research and development funding.

Measure	Outcome
Founding engineers and product managers hired	11
Hiring period	72 days

Connecting hiring to the launch plan

For a founder, the useful lesson is the connection between hiring and the work the company needs to deliver. A recruiting plan should make clear which roles matter first and what depends on getting those people in place. That gives the team a reason for each search beyond filling an approved headcount.

This experience informs how I help founders work through hiring priorities. The outcome describes one team and one hiring effort. It does not establish a standard timeline for another company, and recruiting was not the sole cause of the funding outcome.

How I would approach a similar brief

I'd start with the next business milestone and ask what work the current team cannot cover. From there, I'd separate roles needed for that milestone from roles that can wait. Each priority role needs a clear outcome and evidence that a candidate can do the work.

I'd also agree on who can make each hiring decision and how the founder wants to stay involved. A regular review can focus on decisions waiting for an owner, changes to the role brief and whether the hiring order still fits the plan. These are my current advisory recommendations, rather than a reconstruction of the historical Google X process.

When this experience may be useful

If you're building a founding team or hiring against a launch milestone, I can help you clarify the hiring sequence and the decisions your team needs to make. We would agree on the roles, timing and advisory scope before starting.