一定要聊开心！！！

**Amazon 14 principals:**

**Youtube**: Amazon interview questions :

**=====important**

**===========================================================**

https://www.1point3acres.com/bbs/thread-307462-1-1.html

http://kraftshala.com/how-to-raise-the-bar-in-the-amazon-interview/

**=============================================**

- **behavior 一定要记住他们的 core values。 之前会给个 doc 给你背**

# 每个 BQ 都要有具体例子，得 BQ 得天下

所有回答基本都是 star format. 每个问题都要答到点子上，一到两个 leadership principle 就够了。建议写一个自己的版本，根据自己的真实经历稍微改一下套用到 14 个里面去，我大概准备了 10 个故事，每一个故事都写下来。下面是我回答问题的套路，哪些有用，你就用哪个。红色标记的被问到的概率很大，其他的会被问到的多看看面经，练练自己的故事是否能回答哪些。附件里有最近的 bq 题。

你在回答的时候，尽量要讲细节，不要笼统的一代而过，最好具体到 data，语言，技术。这是面试官在面试完我闲聊的时候给我的建议，他说他刚刚的一个 candidate 讲的太 brief。

一开始事情是这样的......问题是.....我做了......结果是.....

套路如下：

The biggest mistake you made 对应的是 earn trust, customer obsession，错误要不能是致命伤，突出的是为了 customer 坚持了什么，没有 customer 的换成老师同学小组都可以。

I was leading the team to secure a deal with a new client that would have gotten us a lot of business.(this client runs the wedding rental car company) We did not get it- and as leader of the team- I accepted full responsibility. I took it upon myself to reach out to the potential client to see what we could have done better. It turned out our business just was not as experienced as the company they went with- so I talked with my cofounder about how we could emphasize other positive aspects of the company to any future clients. A few months later- another client surfaced- and by implementing different strategies- we landed the deal.

Most challenging project 对应的是 highest standards，要讲自己怎么走出 comfort zone，当然舒适区本身也是一道题。

miss deadline 对应的是 customer obsession， Deliver Results。 要突出怎么让影响最小，让 customer 不受影响。讲你自己的影响就偏题了。

Disagree with teammate or manager 对应的是 earn trust。这个很多人没对准，记住不是强行说服或者没什么理由的顺应别人，为了 customer 或者最重要目的所以不同意别人 都是好说辞，和事佬的说法是偏题

took a risk, or do not have much time, to make a decision 对应的是 bias for action, Ownership。是行动优先，而且是要突出当仁不让，有责任自己能顶上的意识。比如 customer 找不到人，刚好你在，你能主动做些事。

以上 5 个 bq 务必按 STAR 写下来，基本的基本，必须掌握。例子可以反复用，只要能扣题。

来自 <*https://www.1point3acres.com/bbs/thread-526088-1-1.html*>

**必须按 STAR 把你的回答写下来。不要嘴上复习！**

Customer Obsession， Ownership， Invent and Simplify， highest standards， Learn and Be Curious， Bias for Action， Earn Trust， Deliver Results 是重点。

bq 经验就是讲例子的时候尽量结合简历上的 project，这样很有说服力，然后始终把 customer 放在第一位，讲自己怎么从 customer 角度考虑问题，如果和 leader 有冲突也要保证 customer 的利益。和 teammates 合作的时候要 take full responsibility，不要别人不干你也撂摊子。。每个问题尽量想不同的例子，不要让面试官交换笔记的时候觉得你是有套路的。。说的时候要诚恳，一直说，并且要说的自己坚信自己的答案的感觉 就可以说服面试官啦！其实不要准备的太流利可能也是优势。。让人觉得哦这个傻子还现场想例子，放他一马吧。。。（捂脸）

总结就是，亚麻 BQ 很重要，多准备例子，至少每一个准备俩。然后熟悉亚麻的产品，多问一些 **scalability** 的问题。题目不用准备太难的。

===============================================================================================================

- Be professional
- it's a pleasure to be here and I am very excited about this opportunity.
- Thank you for giving me the opportunity to interview today.
- I am very exited to have the opportunity to be interviewed here in Amazon.
- Show your curiosity
- research the company before interview
- come up with two or three reasons you want to work for the company
- mission statement, product and service information, principles's backgrounds
- check company financials through US securities and Exchange commision
- Know your stuff
- use STAR
- situation
- task
- action
- results
- Leadership principles

**Amazon**

- Top Internet Retailing Company
- **Our vision is to be earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online**
- product lines
- kindle e-readers
- Amazon Prime
- Echo
- Fire tablets
- media
- use independent, third-party shippers

situations

- news recommendation service
- collaborative feature with code editor
- email communication improvement
- Hubert three way matching
- news prediction service
- code executing service

来自 <https://www.1point3acres.com/bbs/thread-307462-1-1.html>

# AWS : scalability , more time to focus on customer experience

## Why Amazon?

Amazon is a top internet retailing company with a strong focus on customer experience and obsession. Its motto- work hard, have fun, make history, and it's vision, earth's most customer centric company, inspires me. I'm a person who respect hard working and care a lot about customer experience, so the culture of Amazon attracts me a lot. Furthermore, the growth of this company is pretty impressive, it's not only an online retail shop but also has a wide range of products like AWS, Alexa, Kindle, fire tablet and TV, Amazon cloud service, etc. Hundreds of thousands of talented engineers are working passionately here, building innovative system and solving problems at unprecedented scale. Therefore, this is a place where I can learn a lot, and use my skills and experience to make things happen with a team.

Because I know Amazon is a top internet retailing company with a strong focus on customer experience. And there are a lot of talented people in amazon creating amazing products to make

people's life easier. They are always showing strong ownership to their projects and they always want to make things perfect. Those spirits do touch my heart.

I remember when I just started to do this makeup company, everything is new to me. And I'm so passionate about creating great services for customers to save their precious time and money. There are a lot of makeup companies in my city, but most of them are highly priced. Considering about this, we dropped our price to very low, while increasing our service quality.

That is really something very similar with Amazon. Amazon also does a great job for the price. Amazon's is customer centric and the price always attracts customers, lower the price will increase the revenue. So, we have similar spirits. That's one big reason why I want to join Amazon.

Secondly, the growth of amazon is so impressive, it is not only an online retail shop, it also has a wide range of products like Alexa, kindle, fire tablet and TV, Amazon web service, etc. There are so many fantastic technologies and products here. I will never feel boring if I am in amazon. And I'll be excited about all the amazing things around me everyday. I can learn a lot of new technologies here. Beside that, I can also learn to work with solutions with full-stack point of view, by engaging requirements, front-end, back-end, storage and all the other stuff. I can understand the problems and solutions thoroughly.


## Why you choose this position?

The job I applied is Software development engineer in Amazon web service. The reason why I choose this job is I have the similar experience.

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Another big reason is amazon. the growth of amazon is so impressive, it is not only an online retail shop, it also has a wide range of products like Alexa, kindle, fire tablet and TV, Amazon web service, etc. There are so many fantastic technologies and products here. I will never feel boring if I am in amazon. And I'll be excited about all the amazing things around me everyday. I can learn a lot of new technologies here. Beside that, I can also learn to work with solutions with a full-stack point of view, by engaging requirements, front-end, back-end, storage and all the other stuff. I can understand the problems and solutions thoroughly.

**1 introduce yourself**

这个问题是容易被忽视的，但是我认为是最重要的，而且是会被 99.99%被问到，这个问题是展现自己的机会，一定要抓住。

I've been working on software development related work for over 2 years. My experience includes general software development and data analysis ,communicating and analyzing user requirements, building wireframes and interactive prototypes, and then implementing high-level requirements and producing robust solutions within predefined timelines and scope limitations. I'm very passionate about creating great services for customers and I have been enjoying working with customers. I am always happy to learn new technologies and incorporate them with what I've been doing. Keeping learning and being curious always refreshes my mind with better designs and solutions. Once I commit a task, I will work relentlessly to achieve my goals and will always try to finish it earlier than what I have promised.

上面这个提到了 Customer Obsession, Learn and Be Curious, Deliver Results. 恰好这些能帮助他们记录要点

## The biggest mistake you made and what did you learn from it? (earn trust, customer obsession)

The biggest mistake I've made happened when I led the makeup company website project for the first time. The original website schedule is due in 1 week, but I suddenly received a message from my cofounder says that he want to show the website demo to one investor after two days. And at that time I was working on building the pictures showcase part, that will be an important part of the demo. But I paid too much attention on details, I want to make everything perfect. I didn't notice that I don't have enough time to finish all the details(picture resolution). My cofounder is not a CS guy.  Last day before the demo day, my cofounder pointed that out. I apologized to him and then we started to figure out if there is a way to keep the demo the same as what we want it to be, but sacrificing some other small details (picture movement, how you switch between the picture)that investor won't notice, cause it is just a demo. After the demo, I can rewrite the code to meet all requirements. Fortunately, the demonstration was not affected in the end. But from this mistake, I learnt that details are definitely important, but I also need to pay attention to the whole schedule, I need to always keep good communication with my teammates when I have my plan. I need to make sure that my schedule won't affect other's schedule.

## Most challenging project (Ownership， highest standards)

- The most challenging project is my master graduation project. It is challenging because I need to implement all the features on my own and it's the first Chinese keyboard prediction based on sensory data as far as I know. It requires me to build machine learning experiments for a lot of predictions. And It also requires me to collect all the data from the devices. I haven't collected data from phone devices before. It also requires me to do a neural network prediction to test the long short term memory model, but the time is not unlimited, so I started to devote more time on the project, even my private time. I googled a lot of papers related to neural networks, long short term memory. When I came up with some ideas, I would discuss with my professor to make

sure the plan is feasible. And then I learnt lstm as quick as possible so that I can design and implement all the experiments on time. Finally, all the experiments have been implemented on time and I received positive feedbacks from the school.

So through this process, I learned that it is so important to be curious and keep learning, the more you read and learn, the more problems you can solve. The feeling of ownership is really important, the project is just like your own child. So "I don't know how to do it" will never be the excuse.

# Couldn't finish tasks before deadline

I remember I was building the make up website, my original schedule is in one week, but my confounder suddenly called said that he needs to show a demo to a investor two days later. One core feature of the demo is the picture showcase part. So I need to finish this part before two days deadline. If I still follow the original schedule, I definitely could not finish that. My original schedule is to let the investor zoom in and zoom out the picture. But I cannot finish that in such a short time. So I figured out another temporary solution with my cofounder, which is to show this website on a ipad, so pictures on ipad can be zoom in and zoom out. So for the demo, the invertor will have exactly the same experience. And I can also finish that before deadline.

If I couldn't finish tasks before deadline, I will discuss with my colleagues, trying to figure out a way that can improve the efficiency and If necessary, I will use my private time to keep working on the task. After all, finishing the task with high quality as soon as possible is what we want. I'll never sacrifice the customer experience or the quality of the product because of that. **Customer experience is always the most important.** We must make sure that the product we are gonna deliver is qualified. We can sacrifice our own time to try to finish the tasks. If we still cannot finish the tasks, we will communicate with customers and related people, to tell them why and **earn their trust**. At the same time, we will try our best to finish the tasks as soon as possible.

==================================**situation -- task -- action -- result**=========================

 **Start ---> Middle ---> End, Show metrics**

## 1. Customer Obsession

*Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers.*

- When I led the make up company at the first time, it is very challenging to me. Because I have no idea about how to build a make up company.
- In order to understand it better, I looked up a lot of make-up related knowledge online and offline. Based on that, I started to work with customers to figure out what kind of problems that customers concerned the most. Cause most customers who are using our service are not pro makeup artist. We need to let them fully understand our makeup results. They just need to know if they are look good, they don't care

about how we do the simulation of the makeups. All they need to do is just make easy decisions based on the suggestions(their makeup simulation result)we provide.

- We use a specific Chinese Photoshop app called Meitu to generate the post makeup simulation pictures, so they can choose the recommendations provided by the app.
- Finally, We get positive feedbacks from customers. We are always trying our best to listen to our customers and provide the best experience for them.

### • Who was your most difficult(irate) customer?

*"I once had a customer who was angry with the pre wedding makeup simulation. We presented many ideas, but all of them were rejected. They criticized everything we did, and it was a big blow to us. We asked them exactly what colors, style and simulations they wanted and after getting more information, we went back to simulate with those in mind. When the customer come again and tried our new design, they appreciated the fact that we listened to their requirements and desires. They were pleased with the final outcome."*

### • When you're working with a large number of customers, it's tricky to deliver excellent service to them all. How do you go about prioritizing your customers' needs?

*"When I have multiple contracts from multiple clients, I prioritize them based on their delivery dates. I work most on the job that needs to be completed earlier, while still dedicating some time to the other ones. I once worked on three different writing jobs, and put more time into the one that needed to be delivered first, while still working on the other articles, albeit with less time. I informed my clients that I had a lot on my plate and they understood that I kept them informed about it. I delivered everything on time and they were pleased with my work*."

### • Tell the story of the last time you had to apologize to someone.

*This question (that's clearly not a question) is specially crafted and asked to see how you deal with being wrong. Here's the thing. It's not about what you did wrong. It's about what you did afterward. Be sure to choose a mistake from which you learned and grew. Tell them what you learned about your mistake, how you fixed it, and why you won't do it again. Whatever you do, don't deny that you make mistakes. Frankly, that is really stupid. We're humans, we all make mistakes.*
*I apologize to friend for not pay the bill immediately, because initially we agreed to pay it 3 days before the due date. Luckily, I still have 2 days left. So I paid it immediately so we don't need to get the late pay penalty. It is my fault and from then I started to use google calendar to remind me everything.*

## <mark>2. Ownership</mark>

<mark>*Leaders are owners. They think long term and don't sacrifice long-term value for short-term results. They act on behalf of the entire company, beyond just their own team. They never say "that's not my job.*</mark>

- I'd like to talk about one of my projects at makeup company, improve the customer-artists communication efficiency.
- Our task was to improve runshang's current communication channels between artists and customers, and integrate them more with our official web portal.
- Since I was the person who was going to lead to build the product, it was important for me to understand the user needs and the decisions made by the makeup artists thoroughly. The best way to do so was to actively take part in the decision making process from the very beginning. Therefore, for most of the activities hosted by the artists, I asked to join them, like, taking notes while the artists were talking with customers, coming up with suggestions while they were discussing about the simulations, offering help while they were talking FAQs.

- I was able to implement the Q&A section quickly because I totally understood what the artists and customers wanted. We didn't need to spend time communicating the requirements again. With the time saved, I was able to add more customized features making the web portal easier to use, such as making the faq greeting message like a phone menu. On the demo day, we had a great presentation and received very good reviews, and with the time goes by, customers and artists seem like it because it saves time and improve efficiency for both ends.

• Tell me about a time when you had to leave a task unfinished.

- Sometime the customer will only pick one artist, and this artist is absent because of sickness, I would communicate with the customer and see what the customer would like to do, either wait or switch, to make sure the customer satisfy.

Can you think of a time when you took on something significant outside your area of responsibility?

Have you ever had to make a hard decision to sacrifice short term gain for something that would create long term value for the business?

• Tell me about a time when you had to work on a project with unclear responsibilities.

Tell me about a time when you saw one of your peers were struggling and decided to step in.

- "At the makeup company, I saw one of our artists was struggling with the customer's eyebrow drawing. we had this specific one artist who is super familiar with this specific south China eyebrow style. I saw that she was missing the key feature of this eyebrow and so probably wouldn't be successful. I knew the right people to introduce to. Even though this wasn't my project, I wanted to help her because ultimately her project would help us all, so I made her to talk to this specific artist and this artist was willing to teach her while she was drawing it. So she learned from the right artist. It worked out and she was able to close the deal make the customer happy"

## 3. Invent and Simplify

*Leaders expect and require innovation and invention from their teams and always find ways to simplify. They are externally aware, look for new ideas from everywhere, and are not limited by "not invented here". As we do new things, we accept that we may be misunderstood for long periods of time.*

- We have customer always ask answers, initially we use a wechat agent to answer them customer questions. Then we found out customers spent too much time ask questions,   and most of the questions are the same, also this is too much workload for our limited manpower.
- Our task is to improve the current customer Q&A efficiency and better the customer experience, also save manpower.
- Then we invent a FAQ sections, so when customer want to ask questions, they will first check the FAQ. Then they ask questions if questions are not answered by the FAQ.
- The result of this action saves time for both ends, and can better our customer's experience.

• Tell me about a time when you gave a simple solution to a complex problem.

An example of a complex problem that you solved which had a simple solution. What made the problem complex?

• Tell me about a time when you invented something.

Tell me about something impactful you've done at your business

- question board, BitTiger need to manager a lot of things, like notification, link to the live course, questions, communication. We are overwhelmed at the first about inventing the process, thinking about a lot of ideas like group by different tabs, create with different categories. But I decided to keep it simple and stupid, we create the post for all purpose, but group it by weeks. All important notification on the top.
- care more about look and feel rather than a lot of features
- case 2
- The project we did for hartson kennedy was to help process their drawing and purchase order. The customers  usually order countertops in their stores and kitchen designers then doing the drawings and generate PO paperwork, and send to us. However, the kitchen designer only uses fax machine, but we didn't have fax machine.
- Instead of just purchasing a fax machine and assigning a person to handle the scanning everyday, I googled and did a research online first. I found a service that can receive the fax via email. I created a distribution list and registered it as the receiving mailbox.
- With the simplified process, we don't have spend money and time dealing with fax machine and scanning.  I invented and simplified the fax receiving process and saved money for our company.

# 4. Are Right, A Lot

*Leaders are right a lot. They have strong judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.*

When I was building the online portal for the makeup company, I need to post a lot of high resolution pictures inside the advertisement articles. I have my initial plan to write it on my laptop and preview the pictures and articles, to have an idea what it will look like on the iphone. But after I published it, I found out the picture size and resolution are not compatible on android devices, either tablets. We really care about our customer experience, we value our published contents because it represents the value of the company. I quickly tuned and tested the pictures and articles on android and other devices such as windows labtop, different tablets. Finally everyone is able to see the high resolution pictures on their own devices perfectly, which makes everyone happy

• Tell me about a time when you were wrong.

*One time my boss came up to me and asked why he wasn't receiving emails from certain clients. At first I explained to him that I didn't know and that I hadn't heard from the clients either. A couple days after that I checked the junk folder in my email and saw all these emails that should've been going to my boss. I quickly sent them over and told my boss what happened. He had a good laugh and ever since, I've made sure that I checked all my folders.*

• Tell me about a time when you had to work with incomplete data or information.

## 5. Learn and Be Curious

*Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.*

*Case1: In the makeup company, everyday we need to deal with customers from different places. So we need to meet the makeup requirements of different culture background, fine tune the makeup to meet the customer requirements. In order to do this, I searched online, also talk to persons offline to carefully write down and categorize the makeup requirements for different places. Then do lecture lessons to our makeup artists to make sure they understand customer needs. After these, customers are very happy about our service because we always know what they want.*

Case2: Long short term memory project

• Tell me about a time when you influenced a change by only asking questions.

Give me an example of something impactful that you've worked on to improve your overall work effectiveness.
Describe a time when someone on your team challenged you to think differently about a problem.
Tell me about a time when you lacked subject matter expertise to do your job well. What did you do about it?

- How do you find the time to stay inspired, acquire new knowledge, innovate in your work?

## 6. Hire and Develop The Best

*Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent and will move them throughout the organization. Leaders develop leaders and take seriously their role in coaching others. We work on behalf of our people to invent mechanisms for development like Career Choice.*

• Tell me about a time when you mentored someone.

Tell me about a time when you coached someone.
*I wrote a lot of online articles regarding how to apply the universities in the US, this girl found me online and asked me for help. The task is to help her to get into top universities. I applied my own experience on her, also I did a lot of research about her major. Finally she got the offer from columbia and NYU.*
*Have you ever built a team? How did you build it and what factors did you consider to balance work requirements, team skills?*
Have you ever helped one of your team members develop their career?

## 7. Insist on the Highest Standards

*Leaders have relentlessly high standards – many people may think these standards are unreasonably high. Leaders are continually raising the bar and driving their teams to*

*deliver high-quality products, services, and processes. Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed.*

• Tell me about a time when you couldn't meet your own expectations on a project.

Can you think of a time when you were unsatisfied with the status quo. What did you do to change it? What was the impact? Would you do anything differently in the future?

*In the makeup team, there is one employee need to photoshop and beautify all the pictures. The pictures he processed are always good. But sometimes I found out the resolution of pictures are not meeting the requirements. For example, we will beautify the picture to very high resolution and print out to test if it look*
*good, then better satisfy our customers, because some customers will print out the picture on very big canvas. So we need to fine tune our pictures to the highest standards to cater our customers' needs.*
*Lossless compression: png;*
*Lossy compression: JPEG*
*像素/英寸 Dots Per Inch*
*像素/厘米 Pixel Per Inch*
*根据行业里的规则，一般来说，打印的出图 DPI 一般 300 即可满足需求。*


• Tell me about a time when a team member didn't meet your expectations on a project.

Tell me about a time when you had to decide between standards and delivery. How did you balance your decision?
Tell me about a time you failed to achieve a significant goal.

## 8. Think Big

*Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers.*

• Tell me about your proudest professional achievement.

*Master graduation project.*

• Tell me about a time when you went way beyond the scope of the project and delivered.

Tell me about time when an initiative or goal grew into something much bigger than initially thought.
Give me an example of a time when you proposed a new solution to a problem.
Tell me about a time when you established a new vision for a (team, product, initiative)?


## 9. Bias for Action

*Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.*

• Describe a time when you saw some problem and took the initiative to correct it rather than waiting for someone else to do it.

• Tell me about a time when you took a calculated risk. bias for action, Ownership

- Rent the place for wedding plan, hot place, very competitive. There is this one came out, but the price is a little bit higher than we planned, we immediately deposited this place. It turns out it is a good decision because this area is filled with customers, and the place we rent is very convenient for customers to visit, we increased our value.

• Tell me about a time you needed to get information from someone who wasn't very responsive. What did you do?

Tell me about a time when you made an important business decision without consulting your manager.

Wechat advertisement release.

Tell me about a time when you had to gather information and respond immediately to a situation.

Tell me about a time when you removed a serious roadblock/barrier preventing your team from making progress. Earn trust

- Talking about the price for one lower rank artist in our team. His suggestion is 1680 yuan per time, my suggestion is 1480 per time. Another cofounder and I discussed for a couple hours, figured out what we disagreed on, and I suggested that neither answer was necessarily better. He agreed. I said that unless He had any new info, I'd rather we just pick mine because lower price can attract more customers to this artist, meanwhile more customers will give her more experience, then improve her makeup skills. With the time goes by, and we could always come back to the decision later if we learned something new.

## 10. Frugality

*Accomplish more with less. Constraints breed resourcefulness, self-sufficiency, and invention.  There are no extra points for growing headcount, budget size or fixed expense.*

• Tell me about a time when you had to work with limited time or resources.

- I always live with limited time and resources.

Have you ever helped to optimize costs or eliminate waste within your role or organization?

Tell me about a time when you had to make tradeoffs between quality and cost.

- Nice quality, low cost. Artist ranking.

Can you think of a time when you challenged your team to come up with a more efficient solution or process?

- For pictures showcase, artists in our team would like to buy the new ipads. But I suggest to buy the used one, which can lower the cost, also we only use the ipad to order and showcase the pictures, the old ones can definitely meet the requirements. In order to look simple and fancy, I also ordered the nice ipad cases for these ipads, which make them look beautiful.

## 11. Earn Trust

*Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing.  Leaders do not believe their or their team's body odor smells of perfume.  They benchmark themselves and their teams against the best.*

Tell me about a time when you had to communicate an uncomfortable change in direction in your organization or project. What did you do to understand and mitigate the concerns of your team members?

Give me an example of a unique piece of feedback you received that stuck with you throughout your career.

Have you ever had to deal with a team member that was not performing well and impacted your work?

• What would you do if you found out that your closest friend at work was stealing?

- Tell your boss that you want to know the severity of the theft. If it's like a couple of paper clips, you'll remain loyal to your friend. If it's something truly heinous you'll have no choice but to turn them in. After all, your friend is putting your job at risk too by letting you know about it.

• Tell me about a time when you had to tell someone a harsh trutu, difficult feedback

*O*ne of our employees started frequently coming in late to work. I explained to her why I was concerned about this behavior — it violated our policies and negatively affected her co-workers. She acknowledged the problem, and I asked if there was a reason for the change from her usual punctuality. After she explained that a family caregiving situation was the issue, we agreed that she would give early notice on days with potential scheduling issues, and we would work on adjusting her scheduling a few days each week.

## 12. Dive Deep

*Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdote differ. No task is beneath them.*

• Give me two examples of when you did more than what was required in any job experience.

Did the two comparisons of the neural network. Initially only need 1 neural network.

- I found out some artists don't want to collaborate with other artists. Then I found out its caused by uneven Customers allocation. In order to solve this, I was the one to be responsible for allocate the incoming customers evenly. Then after that, they are all happy.

<span style="color:green">Tell me about a problem you had to solve that required in-depth thought and analysis.
Have you ever created a metric that helped identify a need for a change in your department?</span>

## 13. Have Backbone; Disagree and Commit

*Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious. They do not compromise for the sake of social cohesion. Once a decision is determined, they commit wholly.*

- disagree with boss?
- If I have different idea with my manager or boss, I will try to collect data or make a prototype trying to convince him. If I have tried my best and he still disagree, then I would respect his decision and start committing for that.

  • Tell me about an unpopular decision of yours.

  • Tell me about a time when you had to step up and disagree with a team members approach.

  • If your direct manager was instructing you to do something you disagreed with, how would you handle it?

- Well, first of all, I would try to make sure I understood the situation. Especially if I was being asked to do something that would normally be against the rules. Once I was sure I understood what I was being asked to do, if it was still an issue, I would explain my concern. After that, if it's just a matter of procedure, I'm doing things the boss's way because supervisors have a different view of the situation. If it's an issue of safety or another major concern, though, I would not act until I was sure that what I was doing would not be harmful to our overall project.
- The key here is to show that you are going to be thinking about what you're asked to do, but that you're not going to be too resistant to change if a situation calls for quickness and adaptability.

  I once disagreed with my boss over how to best help a customer. The customer need her picture. We were discussing how to deliver. Either deliver by us or ship it by mail. Rather than question his authority in front of everyone, I talked to him off of the floor. I was open and honest about the problems I had with the way he wanted to do things. It turned out that there was just a simple misunderstanding. That disagreement we had showed me the importance of communicating with my coworkers to make sure that something obsolete doesn't become a bigger problem than it needs to be.Remember that hiring managers are looking for someone that will fit in at their company. Try and answer in a way that will show your better qualities.

- You have to consider what condition your boss is trying to change - or what problem they are trying to solve. If you think that is valid but it's just the solution you disagree with, then it's perfectly ok to recommend a different solution which you think will achieve your boss's purpose better. Just be sure you do it politely and not as a challenge to their authority. If your boss won't consider your alternative and you still think it would do more harm than good to your employer to comply, then you are within your rights to communicate your concern to someone higher up - but only if it is an issue that affect the good of the enterprise.
- If it is just something you personally don't want to do, and your boss has not accepted your alternative, then you should suck it up and comply with instructions. It might even do you good to do so.
- There are other possible scenarios and solutions, but I think this addresses the most likely circumstances.
  Tell me about a problem you had to solve that required in-depth analysis.
  Tell me about a time when the business gained something because you persisted for a length of time.

## 14. Deliver Results

*Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle.*

- what you'd do after you realized you couldn't hit the date?
- First, I'd check every possible way that could possibly make me hit the date, like using after-work time, weekends, or holidays, asking for help or suggestions, finding alternatives or simpler solutions, etc. Since I am the owner of the tasks, it's my responsibility to deliver results on time. It's my fault that I underestimated the workload when I took the tasks.
- There was one time that we couldn't finish the troubleshooting of a bug on time, the system should have sent out auto emails at 7:00 am but sometimes it failed. Before solving the problem, I will check each morning and manually trigger emails to the client.
- If I still couldn't hit the date, I would look at features, pick out a few with highest priority that I could finish, and then discuss about the problem with co workers, or managers. Of course, I would apologize first and then try to discuss about the best solution to minimize the impacts. Once the project manager agrees, I would notify all the people that could be impacted by the delay.

• By providing an example, tell me when you have had to handle a variety of assignments. Describe the results.

• What is the most difficult situation you have ever faced in your life? How did you handle it?

- phd quit

• Give me an example of a time when you were 75% of the way through a project, and you had to pivot strategy–how were you able to make that into a success story?

Tell me about a time when you were able to successfully deliver a significant project under a tight deadline.
Tell me about a time when you encountered unanticipated obstacles to achieve a key goal.
Tell me about a time when you were 75% through a project and then had to pivot strategy.

# 高频 BQ

所有回答基本都是 star format. 每个问题都要答到点子上，一到两个 leadership principle 就够了。建议写一个自己的版本，根据自己的真实经历稍微改一下套用到 14 个里面去，我大概准备了 10 个故事，每一个故事都写下来。下面是我回答问题的套路，哪些有用，你就用哪个。红色标记的被问到的概率很大，其他的会被问到的多看看面经，练练自己的故事是否能回答哪些。附件里有最近的 bq 题。

1 introduce yourself
  这个问题是容易被忽视的，但是我认为是最重要的，而且是会被 99.99%被问到，这个问题是展现自己的机会，一定要抓住。
  I've been working on software design and development related work for over 4 years. My experience includes refining and documenting UI requirements, implementing high-level requirements and producing robust solutions within predefined timelines and scope limitations. I'm so passionate about creating great services for customers and I have been enjoying working with customers. I am always happy to learn new technologies and incorporate them with what I've been doing. Keeping learning and being curious always refreshes my mind with better designs and solutions. Once I commit a task, I will work relentlessly to achieve my goals and will alway try to finish it earlier than what I have promised.
上面这个提到了 Customer Obsession, Learn and Be Curious, Deliver Results. 恰好这些能帮助他们记录要点

3. Tell me a time when you received a negative feedback.
先介绍背景,别人对你哪里不满意了，简单说以下就行，不要说很多别人如何对你不满，也不要 sug·ar·coat 说自己其实没错。重点放在自己怎么解决这个问题，以及学到了什么。结果一定是好结果
Almost miss the deadline of credit card, google calendar.

4. Tell me a time when you came up with a simple solution to solve a problem
这个问题一定要让面试官信服你说的例子。先说一般的方法很耗时，自己找到一个方法很快就完成并且 Deliver 了，而且很稳定，没出过问题，结果要是好的。
蒸鸡蛋， 保鲜膜吃饭，

5. Tell me your most challenging project/ a time you solved a complex problem.

扣题，怎么复杂，是 deadline 紧，还是技术复杂，你怎么做的，学习了新技术，use my priavte time to work on it 等等 最后说结果或者说通过这个 process 你学到了什么

6. Tell me a time when you missed deadline
先介绍背景 解释为何会 miss 你是怎么把损失降到最低的，最后结果是好的，影响不是很大, underestimate the time lenth

I was once given a deadline to finish this project on a short turnaround time. I believed I could handle the project in addition to the workload I already had, but I miscalculated how long it would take me to finish it. The morning the project was due, I realized I would not make it in time and contacted my advisor to explain the situation. I apologized, explained what happened and asked for an extension, which she granted. I learned that I need to be honest with myself about the workload I can handle each day. I also learned that when accepting assignments, I need to include a time buffer to ensure that even if unforeseen events arise, I am able to meet my deadlines.

来自 <https://www.myperfectresume.com/how-to/interview-tips/tell-me-about-a-time-when-you-missed-a-deadline-for-a-project-assignment>

7. Biggest mistake or failure
8. Tell me a time when you took on something significant outside your area of responsibility
10 Tell me a time when you did something without asking approval from you manager