1. **Tell me about yourself**

Ans:-

I am a self-motivated and high-achieving employee who strongly believes you only make significant progress in an organization if everyone in the team is pulling in the same direction. Over the years I have built up lots of transferable skills and experiences that are a match for not just this job description, but also for the leadership principles you expect your employees to demonstrate in their work. For example, I will always use my initiative to come up with new ideas for the team; I will look for ways to save the business money by being frugal in my approach to tasks, and I will challenge team decisions professionally with a view to encouraging people to think outside the box and to strive for continuous improvement and development. I understand you are interviewing lots of candidates for this position, but I genuinely believe I am the right person for the job based on my passion, my experience, and my commitment to helping the organization I am part of be the best it can be.

1. **Why do you want to work for Amazon?**

Ans:-

I want to work at Amazon because, in my opinion, it is the greatest company in the world and I feel I will be able to learn, grow and develop whilst working alongside other self-motivated people. Amazon has led the way for many years now, not just in the quality products and services it offers, but how it delivers its products to consumers, and how it always puts customers at the forefront of everything it does. I can’t think of many other companies that start with the customer and then work backward. The other reason I want to work at Amazon is because of your Leadership Principles. If I demonstrate these in my work, I will reach my full potential and I will get to achieve some pretty amazing things whilst working here

1. **Tell me about a time that you made a mistake/ failure. /// Tell me about a time when you were not able to meet time commitment (‘Are Right, a lot’ rule)**

Ans#1

S:-I worked for a finance company as a database admin consultant. I was a part of project where I was responsible for setting up High availability for SQL database servers and it was an important application and we had application consultant ready to help and needed infrastructure to built asap so I worked with project manager and determined the level of efforts to be 4 days for 4-node cluster

Unfortunately, I missed the deadline because I failed to manage scope of the project work and the project had to be extended for 1 more week and that cost a few thousand dollars for consultant billing.

During the project, business requirements changed repeatedly, initially it was decided to go with 4 node clusters but then decided to go with AlwaysOn availability with read replicas to offload read traffic. I flagged this change in our daily project meeting so i came up with an updated level of effort for the estimation of work to be extended from 2 days to 4 days due to the amount of effort required to include new requirements but I couldn't persuade the project manager.

From this failure, I learned that I need to be more vocal and have a stronger backbone. Going forward, I committed myself to engaging with the project manager in brainstorming sessions at the requirements phase to avoid scope creep. Also, I learned I should propose an agile methodology/scrum framework for implementing this kind of project, even when the client was unfamiliar or even resistant.

Soon after, I was working on a similar project with a similar requirement with a different client.when Client was vague on requirement then I told them about my experience working on the same requirement. Because of my experience, the client listened to me and went ahead with the agile model and that helped us tightly manage the scope and were able to deliver the project.

Ans-2:-

S:- I missed a project deadline for the app migration for an important client

T:- I missed this deadline because I underestimated the need for support staff on the project. Despite working overtime, I missed the deadline by three days. DB migration involves not simple DB migration but SSIS package migration and Report server upgrade

A:- When I realized that the deadline was fast approaching, I called the client and apologized. I took full accountability for the inconvenience and provided a new timeline that I could meet.

R:- I met the second deadline that I promised the client, and they were impressed with my transparent and honest attitude throughout the process

1. **Tell me about a time you disagreed with a colleague. What is the process you used to work it out? (‘Earn Trust’ rule)**

Recently I had to disagree with my colleague on rolling out some code fix in the BI partitioned database. It was adding some additional columns as a part of full-text index. Early testing in the lower environment did not see any impact so wanted to apply fix on all partitions at the same time.

First thing I did was comparing amount of data in the testing environment against prod environment and presented and impact in prod due to large amount of data in each partition and that would impact I/O performance at the same time due to re-population of FT index for all partition at the same time.

So then I came up with a new plan to update only 1-2 partition at the same time rather than all at the same time. Apply fix on older partition in following weekends to avoid any impact on performance due to I/O activity and we agreed on it and decided to go with a new work around plan.

1. **Question: Tell me about a time where you put the customer first, regardless of what peers or management directed. What was the outcome? How did this impact day-to-day interaction with your peers and/or management.**

**Tell me about a time when you had to deal with tough customer and how did you handle it? ( ‘customer obsession’ rule)**

P: I worked with one of the client., when they were just making the transition to AWS cloud. Initially, they were just interested in lifting and shifting one of their web apps to the cloud for testing and development. They had paid less than $2K, making it a relatively small account. Management didn’t want me spending too much time getting them onboarded, but it was a relatively complex job and I wanted it done right.

A: I understood management’s concerns, but I had done the architectural assessment and knew the client needs. My primary concern was doing right by the customer, but if I’m being completely honest, I saw significant upside opportunities. For one, while I had been contracted to migrate just the one database server to the cloud, the client in fact had a whole suite of apps that could eventually be migrated, if the first migration went well. Secondly, the client was well connected and would provide a reference for other work.

To convince management that this job was worth more time than usual for such a small account, I walked them through the hidden upsides. Since I had been working closely with the client I asked if I could spend time on this project until after go-live. My manager agreed, and I spent more time working on the project.

R: As a result of my close work with the client, the lift and shift was finished ahead of schedule. I wrote a proposal for the client to work on the other apps, which we ended up moving ahead with, and ultimately, the total contract value of the account surpassed six figures. That job influenced how we operated going forward, and fundamentally changed the role of Solution Architect at my company. The job was no longer just about meeting the exact requirements of the contract. We began engaging with customer needs more holistically, always seeking to deepen the relationship.

There is a lot to like about this story. The Solutions Architect shows that he can turn “Customer Obsession” into revenue opportunities. He also demonstrates that he’s willing to fight for his ideas, which speaks to one of the other leadership principles (“Have Backbone”).

Ans-2:-

In a previous role, I was helping a customer on the telephone after they had made a complaint about the poor response they had received. The customer had contacted the company but unfortunately, a colleague of mine had failed to respond to them as promised. The customer was abrupt and rude during our conversation and whenever I tried to apologize, they were sarcastic in their response.

However, I remained calm and professional throughout, I went out of my way to reassure them things would improve from there on in, and I asked them what I could do to provide a better service for them. By asking this question, it gave the customer the opportunity to focus on what was important to them. I then explained what I was going to do to put things right and I asked them if this was acceptable, which they agreed it was.

I then made sure I implemented my promise of action and I followed up the next day to make sure they were still satisfied. By remaining calm, professional, and determined, I was able to provide excellent service which resulted in the customer being happy with the service they had received.”

1. **Question: Tell me about a time you performed an analysis that resulted in process improvements. /// Tell me about a problem you had to solve that required in-depth thought and analysis. How did you know you were focusing on the right things? /// Give me an example of when you used data to make a decision/solve a problem**

**(‘Dive Deep’ rule)**

Ans: -

P:-while working for one of the client’s project, client asked me to look into the one of application to improve performance. Application was used by business user and it takes long time(4-6 hours) to generate weekly report.

T:-I was asked to analyze the process whether there were opportunities to improve the process

A:- unfortunately I had very minimal document to review the process so I had to work with one of the developer to identity how application works. After getting overview on the application functionality and backend architecture, I started tracing hardware performance using perfmon and sql server performance using sql profiler to get baseline of system performance.

My analysis revealed that I/O read response time was high and process was taking longer time for I/O multiblock read. I did similar analysis in new -pre-production with 25% more data compare to current and it finished less than half time compared to current prod and difference was pre-prod had a new cpu and newer storage system so I generated report with my detail analysis and provided to the manager. I recommended to improve performance .by moving database to newer hardware

* Cache small tables into memory
* Move data to the newer faster disks

R:- as a result of my recommendation, we started working on hardware modernization

project and new CPus and disks helped a lot in improving performance. I was able to cut down report time by 2.5 hour from 6 hours

1. **Question: Tell me about a time you had to make a decision quickly. /// 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 have worked against tight deadlines and didn't have the time to consider all options before making a decision. How much time did you have? What approach did you take? (‘Bias for Action’ rule)**

Ans-1:-

S:- one of recently joined colleague was working on moving database file for VLDBs and database won’t come up online

T:- I was asked to join the conference call while my colleague was working with Microsoft premium support team to resolve the issue while Microsoft did provide a solution which was not feasible due to the time required to recover. MS wanted to create new database and copy the data from data file

A:- I checked the log and system performance on it looks like database was recovered but couldn’t come online so after reviewing system architect, i found out that it was a cluster and both cluster instance were running on the same node and both were using high in resource utilization so I asked to failover one of the clustered instance to the another node and restart the cluster instance for the database that is coming online . after restarting sql instance , Database came online and was accessible.

R:- by quick thinking, I was able to avoid downtime that would have been caused by moving data to the new database.

Ans-2:-

Almost all of the projects that I worked on, our schedule is changed on a regular basis and always on short notice so I’ve been able to adapt very well to the frequent change on short notice.

1. **Question: Tell me about a time where you thought of a new way to save money for the company. /// Tell me about a time when you had to work with limited time or resources. ('Frugal' rule)**

Ans-1:-

S:- working on a tight deadline project for one of the clients. Few resources left the project while approaching the deadline. Either we had to extend the deadline or hire resource to complete the work

A:- I took extra responsibility for work since I was aware of the client requirement and I was able to finish the project by working after hours and weekend and avoiding new resource hires.

R:- I was able to complete the task within the timeline and avoided extending the deadline.

Ans-2:-

S:- My current company wanted to replace the compliance manager tool for the database. The management was convinced that we should use third party tools so I started attending demos with the team and decided on one product but it was very costly.

A:- even though it was a management decision, I couldn't shake the feeling that we should look for an inhouse database compliance tool.

A:- So I presented the amount of efforts required to build in-house compliance manager tool using Powershell script and analysed long-term maintenance, licensing fee for the third- party tools against in-house compliance tool using powershell script.

R:- at the end, I was able to convince the compliance check using powershell script and that saved a lot of money.

1. **Question: Tell me about a time when you invented something. /// Tell me about a time when you gave a simple solution to a complex problem /// What improvements have you made at your current company (‘Invent & Simplify’ rule)**

Ans 1:-

S:-We were using enterprise service bus in our project for Service oriented architecture(SOA) and one of the function is used for webservice request information arrive and logout.the information help us measure response time performance analysis for each web-service. We were storing the data into the database. Over the time database grew very large and had to come up with a solution to keep the last 3 month of data online and archive old data either offline or in a separate database.

T:- I was assigned to find out best approach to reduce database size and move old data

A:- I came up with an automation solution which involved moving data older than 3 month into the Archive database with read only files and backup the archive database every 3 month before purging data from archive db while the last 3 month data will still retain in the existing database.

R:- as a result of this automation, I was able to save time that was spent 1-2 day every month by cleaning up logs and archiving it.

Ans-2:-

Use partitioned views in order to avoid third party vendor application code change

Ans-3:- use VMWare VCM compliance tool replacement answer from question-7.It can be an excellent answer for ‘invent and simplify’ rule by replacing Vendor tool with powershell script in short term request as well as helping client in saving costs in licensing fee.

1. **Question: Give an example of a time you took a calculated risk. /// Tell me about a time you went way beyond the scope of the project and delivered.(‘Think big’ rule)**

Ans:-

S:-On a yearly basis, we perform disaster recovery drills. In this drill, we switch over all our services from one data center to another in a controlled fashion. A few months ago, while we were preparing for the drill, we met an issue that could have blocked the whole activity. A colleague was performing a regular check on hardware resources when we found that the number of CPUs on a database machine disaster recovery site was not matching the number of CPUs on the production site.

T:- He requested a change window, brought the machine down, and changed the number of CPUs to match the production site, but then the machine was not able to start up. After a few calls with , we understood that the HQ experts couldn’t find the root cause and the solution was to rebuild the disaster recovery machine. To our surprise, we weren’t able to reuse resources allocated to that dead virtual machine to a new virtual machine. Fortunately, we had another environment hosted in VMware, and we had resources available to host a new machine. I suggested that we host the failed disaster recovery database in this new platform, which was considered risky because none of the other disaster recovery machines were running in VMware.

A:-The management was worried that hosting the failed machine in the VMware environment would mean a machine on production and the disaster recovery databases would be hosted in a different hypervisor environment. Their apprehension was understandable, since no customer/vendor would host machines in such a way. However, I explained to them that sql server is agnostic about which hypervisor it is running on. As long as the OS version, OS type, and DB version are the same, SQL server would work without a problem.

R:- Therefore, going against the normal way of doing things, I rebuilt the 15 TB database in a VMware environment in 7 hours. A day later we successfully performed disaster recovery switchover and switchback operation.

1. **Question: Tell me about a time you took a big risk and it failed. What did you learn? What would you do differently? /// Tell me about a time you made mistake?(‘Think Big’ rule)**

Ans-1:-

I don’t like to fail, but if I do, I always take ownership, put things right, and above all, view it as an opportunity to learn, grow and develop. During a challenging and exciting project at work in a previous role, I was part of a team of talented people who were

working on the creation of a new product for an important client. The task required us

to work together as a team and use our combined expertise and experience to create the product for the client within very strict timescales and specifications. The project should have been a breeze, simply because we had done this type of work together many times before.We started out as usual with the project manager giving the team the usual brief. I can remember thinking the brief was perhaps not clear enough for the specification required by the client,

but I chose not to say anything, which ended up being a huge mistake. Part-way through

the project, it became apparent we had missed a very important specification off the product,

which ended up putting us two weeks behind schedule. Although the client was forgiving

and he allowed us additional time to complete the project, we had failed to deliver on our

promises as a team. During the team debrief, I disclosed I had concerns during the initial

team briefing, but I chose not to say anything. I apologized for not doing so. As a team,

we learnt a lot from that experience, and moving forward the same mistake never happened

again

1. **Question: Provide an example of when you personally demonstrated ownership. /// Give an example of when you saw a peer struggling and decided to step in and help. What was the situation and what actions did you take? What was the outcome? ('Ownership' rule)**

Ans:-

S:- While working on my most recent project, our customer asked to add a new feature to the application report. While it was a reasonable request, it went beyond the scope of the project we had worked out and there was no time built in to the schedule for it. It requires an extra effort to re-write the query to pull the report as requested.

T:- My manager decided that we couldn't refuse and insisted that we rework the schedule.

A:- This change increased my workload about 25% in the same timeframe. I did my best to complete the extra work in the time given by working later at night and also working some of the weekends. Although it wasn't an ideal situation, I worked with my colleague and managed to pull it off

R:- the customer was satisfied with our work.

Ans-2:-

S:- We are using VMWare VCM tool to store the assets/ configuration and remediate compliance related gap by generating report through VCM. We had an issue on application server and it corrupted application and even restore from the snapshot did not help so Management decided to rebuild app on new server but the problem was there were a large amount of custom rules created for compliance report generation and we were not able to recover and couldn't migrate it to new server

T:- IS team did not have enough time to recreate custom rules so I jumped in and decided to take over responsibility.

A:- I worked with Vendor support technician and learned about how custom rules can be migrated or recreated to a new server. I recreated custom rule on new server within given timeline and I was able to generate report for the IS team so review the report,

R:- I took the ownership of the responsibility as well as helped me to earn new tech skills. Manager was so happy with the turnaround.

Ans-3 (Tell me about a time when you made a mistake/failed):-

I don’t like to fail, but if I do, I always take ownership, put things right, and above all, view it as an opportunity to learn, grow and develop.

S:-During a challenging and exciting project at work in a previous role, I was part of a team of talented people who were working on the creation of a new application for an important client.

T:- The task required us to work together as a team and use our combined expertise and experience to create the best application experience for the client within very strict timescales and specifications. The project should have been a breeze, simply because I had done this type of work together many times before.We started out as usual with the project manager giving the team the usual brief. I can remember thinking the brief was perhaps not clear enough for the specification required by the client, but I chose not to say anything, which ended up being a huge mistake. Part-way through

the project, it became apparent we had missed a very important specification off the product, which ended up putting us two weeks behind schedule.

A:- Although the client was forgiving and he allowed us additional time to complete the project, we had failed to deliver on our promises as a team. During the team debrief, I disclosed I had concerns during the initial team briefing, but I chose not to say anything. I apologized for not doing so. As a team, we learnt a lot from that experience, and moving forward the same mistake never happened again

1. **Question: What have you learned that has helped you in your job?. /// How do you stay inspired, acquire new knowledge, or innovate in your work? /// Tell me about a time you didn’t know what to do next or how to solve a challenging problem? ('Learn & be curious' rule)**
2. **Tell me about a time when you received negative feedback from your manager and how did you respond? /// Give an example of a time where you were not able to meet a commitment to a team member. What was the commitment and what prevented you from meeting it? What was the outcome and what did you learn from it /// Tell me about a time when you disagree with colleague and earned the trust to resolve the issue?(‘Earn Trust’ rule)**

Ans-1:-

S:- I remember one occasion on a previous project where I was responsible for managing offshore dba team and I was the one over communicating with team to make sure things go smooth but few occasion there was a misunderstanding between some task distribution.

A:- So I had to resolve a misunderstanding on the amount of work distribution between team members. I remember I had to talk to each member 1:1 to find out more detail about the issue and resolve the issue. One of the team members was an introvert so he wasn’t talkative so whenever we discussed in the meeting I had to communicate with them 1:1.

R:- Team member performance improved a lot and I ended up working the next 3 years for the duration of the project without any issue.

Ans-2:-

S:- disagreement with colleague over report layout

T:- we usually discuss about report requirement and since he was very picky about small detail , I’ll always listen his view on report requirement and then I usually make recommendation and then we make alpha report and based on that I give suggestion

R:- i was able to work with the colleague even with initial disagreement on the ideas.

1. **Tell me about a time you not only met your goals, but exceeded expectations. ('Deliver results' rule)**

**Ans:-**

There was one time when I was working as a consultant for one of the finance company.On one of the daily meetings, the client mentioned an audit compliance requirement to keep data record change history. He wanted to add that feature to the SQL server database that I was working on.

So, even though this wasn’t a formal request from him I ran with it. I started a conversation about an application on understanding the products we could leverage to get job done. I set up meetings with their product teams, got to know the product, discussed our requirements, and decided that we could come up with a solution. I implemented that CDC solution in our development environment. I had the proof of concept that we can achieve data record change history for audit requirement by using CDC and I had done before the next sprint started in four weeks.

I showed this POC to my manager and he was surprised! The feature wasn’t technically part of the project plan, and he had no idea I would try to add it. He was really pleased.”

I like this story because the account manager says a lot about himself in a succinct and relatable way. He answers the question exactly and shows he goes above and beyond when he “Drives Results.” It comes natural to him, and he takes pride in it

Ans-2:-

Describe a situation where you had to face a particularly challenging situation while working on a project and what you did to overcome it

In my current role, I was working on the project where my job is to move database backup from local disk on server to centralized storage. For this task our company chose EMC data domain to replace the Litespeed tool. however while working on the project, i found that one feature(backup retention policy) that we were looking for is missing. There was no option to enforce backup retention policy within the application.

I had a deadline that I was looking forward to wrapping up the project. so i decided to create multiple cmd line scripts to retain the backups as per retention policy.

Ans-3:-

You can give example of creating powershell script to replace VCM as well.

1. **What measures have you personally put in place to ensure performance improvement targets and standards are achieved? (‘High Standard’ rule)**

Ans:-

In my last job, when I joined the DB architect team, my main goal was to ensure that our enterprise clients integrated seamlessly with the solutions we were providing. I became obsessed with the onboarding with these customers, and one metric in particular, which was the time the client signed contract to the time they first used the services. To me this was the metric that mattered the most, but we weren’t paying much attention to it. I knew that if we showed the value that our service provided sooner, they would be more likely to stay with us over the long term. We measured and then optimized processes based on what we found. For a good while in that role, nearly every measurement of success I created for myself and my team rolled up onto the larger onboarding metric. We had a set of metrics that we aspired to improve that ultimately rolled up to the onboarding one. As a result of these efforts over the course of a year, and ruthlessly optimizing our processes, we cut the average time of onboarding down by 50%