Michelin Employee project
PCI compliance.

BIAS FOR ACTION

Definition and Indicators

[financial implications]

3 month

Scoping for all the application resource crunch

Low risk.

Bias for Action				
Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.				
Concern	**Mild Concern**	**Mixed**	**Mild Strength**	**Strength**
• Moves slower than necessary when faced with incomplete information • Hesitates longer than necessary when making even small decisions • Fears making mistakes and doing things that haven't been done before			• Moves quickly on a project, even when some information is lacking • Understands when to consult with others and when it's not necessary • Willing to make small progress toward a solution rather than finding the perfect solution right away • Deals with problems quickly so others can make progress • Carefully considers what is important to get done right away and what can wait	

Bias for Action - Suggested Behavioral Interview Questions

deprecated application

Please choose 2-3 questions below for your interview.

1. **Give me an example of a calculated risk that you have taken where speed was critical.** What was the situation and how did you handle it? What steps did you take to mitigate the risk? What was the outcome? Knowing what you know now, would you have done anything differently?
2. **Tell me about a time when you worked against tight deadlines and didn't have time to consider all options before making a decision.** How much time did you have? What approach did you take? What did you learn from the situation?
3. **Describe a situation where you made an important business decision without consulting your manager.** What was the situation and how did it turn out? Would you have done anything differently?
4. **Tell me about a time when you had to gather information and respond immediately to a situation.** What was the outcome? Would you have done anything differently?
5. **Give me an example of when you had to make an important decision and had to decide between moving forward or gathering more information.** What did you do? What was the outcome? What information is necessary for you to have before acting?
6. **Tell me about a time when you saw an issue that would impact your team and took a proactive approach to solve it.** What was the issue? What did you do and what was the outcome? What did you learn from this situation?
7. **Tell me about a time when you felt your team was not moving to action quickly enough.** What was the situation? What did you do? What was the outcome? Would you have done anything differently? (Manager)
8. **Tell me about a time when you were able to remove a serious roadblock/barrier preventing your team from making progress.** What was the barrier? How were you able to remove it? What was the outcome? Knowing what you know now, would you have done anything differently? (Manager)

DELIVER RESULTS

Definition and Indicators

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.				
Concern	**Mild Concern**	**Mixed**	**Mild Strength**	**Strength**
• Fails to deliver on required commitments • Does not commit adequate time and resources to deliver quality results • Settles for work products that do not meet expectations • Makes excuses for why things cannot be done before a deadline • Delivers projects late or with missing requirements			• Meets deadlines and expectations with products that are well-executed and high-quality • Focuses on delivering the most important products • Able to deliver multiple projects at the same time • Overcomes and persists in the face of obstacles • Communicates regularly about the status of projects	

Deliver Results - Suggested Behavioral Interview Questions

Please choose 2-3 questions below for your interview.

1. **Give me an example of a time when you were able to deliver an important project under a tight deadline.** What sacrifices did you have to make to meet the deadline? How did they impact the final deliverable? What was the final outcome?
2. **Tell me about a time when you had significant, unanticipated obstacles to overcome in achieving a key goal.** What was the obstacle? Were you eventually successful? Knowing what you know now, is there anything you would have done differently?
3. **Tell me about a time when you not only met a goal but considerably exceeded expectations.** How were you able to do it? What challenges did you have to overcome?
4. **Tell me about a time when you or your team were more than half way to meeting a goal when you realized it may not be the right goal or may have unintended consequences.** What was the situation? What did you do? What was the outcome? Looking back, would you have done anything differently?
5. **Give me an example of a mission or goal you didn't think was achievable.** What was it and how did you help your team try to achieve it? Were you successful in the end? Looking back, would you have done anything differently?
6. **Tell me about a time when you did not effectively manage your projects and something did not get completed on time.** What was the impact? What approaches do you use to make sure you are focusing on the right deliverables when you have several competing priorities?
7. **It can be difficult to set goals for a team that are challenging, yet achievable. Tell me about a time when you hit the right balance.** How did you approach setting the goals? What was the outcome? (Manager)

→ Tire pro implementation

→ working legacy team [Integration]

→ Incremental revenue.

→ Paypal - dependency on external team. realized the [first time implementation]

grouping the products is wrong

AID-own deadlines

~~time? - not tell env tolerance go to~~

EARN TRUST

Definition and Indicators

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.				
Concern	**Mild Concern**	**Mixed**	**Mild Strength**	**Strength**
• Fails to treat others and their ideas with respect • Blames others for mistakes • Denies or covers up mistakes • Publicly criticizes or humiliates others			• Builds positive working relationships by treating others and their ideas with respect • Seeks out and accepts feedback for self or team • Takes responsibility for shortfalls • Openly acknowledges mistakes • Provides feedback to others in a respectful manner • Represents data and information entirely transparently • Honors commitments and makes good on promises	

Earn Trust - Suggested Behavioral Interview Questions

Please choose 2-3 questions below for your interview.

1. **Tell me about a time when you had to communicate a change in direction that you anticipated people would have concerns with.** What did you do to understand the concerns and mitigate them? Were there any changes you made along the way after hearing these concerns? How did you handle questions and/or resistance? Were you able to get people comfortable with the change?
2. **Give me an example of a tough or critical piece of feedback you received.** What was it and what did you do about it?
3. **Describe a time when you needed to influence a peer who had a differing opinion about a shared goal.** What did you do? What was the outcome?
4. **Give me an example of a time when you were not able to meet a commitment.** What was the commitment and what were the obstacles that prevented success? What was the impact to your customers/peers and what did you learn from it?
5. **Tell me about a time when your team's goals were out of alignment with another team you relied on in order to meet your goal.** How did you work with the other team? Were you able to achieve your goals?
6. **Tell me about a time when you uncovered a significant problem in your team.** What was it and how did you communicate it to your manager and other stakeholders? What did you do to address the problem? How did you manage the impact of this problem for the rest of your team?
7. **Describe a time when you improved morale and productivity on your team.** What were the underlying problems and their causes? How did you prevent them from negatively impacting the team in the future?
8. **Tell me about a time when a team member was struggling to keep up or fit in and you stepped in to help out.** Why did you think they were struggling or not fitting in? Why did you decide in step in and support? What did you do to help out? How did it impact your work? What was the outcome? What did you learn from that situation?
9. **Tell me about a time when a team member was not performing well and impacted your work.** How did you handle that situation? Why were they not performing well? What was the outcome? What did you learn from that situation?

HAVE BACKBONE; DISAGREE AND COMMIT

Definition and Indicators

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.				
Concern	**Mild Concern**	**Mixed**	**Mild Strength**	**Strength**
• Refuses to change direction even when data shows this is necessary • Unwilling to challenge other's decisions when necessary • Comes off as consistently argumentative • Continues to advocate original point of view even after final decision has been made • Focuses on getting his/her own way rather than what is best for the customer			• Disagrees with peers and supervisors using data to thoughtfully explain counter-arguments • Stands up for what he/she believes is in the best interest of the company and the customer • Advocates clearly and passionately for beliefs • Openly supports and commits to decisions that have been made, even if not originally in agreement	

Have a Backbone; Disagree and Commit - Suggested Behavioral Interview Questions

Please choose 2-3 questions below for your interview.

1. **Tell me about a time when you strongly disagreed with your manager or peer on something you considered very important to the business.** What was it and how did you handle it? Knowing what you know now, would you do anything differently?
2. **Describe a time when you took an unpopular stance in a meeting with peers and your leader**. What was it? Why did you feel strongly about it? What did you do? What was the outcome?
3. **Often, we must make decisions as a group. Give me an example of a time you committed to a group decision even though you disagreed.** What factors led you to commit to the decision? Would you make the same decision now?
4. **Describe a time when you felt really strongly about something on a project but the team decided to go in a different direction.** How hard did you press the issue? How did you approach that project afterward?
5. **Tell me about a time when you pushed back against a decision that negatively impacted your team.** What was the issue? How did it turn out? Would you have done anything differently?
6. **Give me an example of when you submitted a great idea to your manager and they did not support it.** What was the idea? How did you handle the lack of support?
7. **Describe a time when you had to support a business initiative that you didn't agree with**. How did you handle it? How did you deliver the message to your team?
8. **Tell me about a time when the business gained something because you persisted for a length of time**. Why were you so determined? How did it turn out?

EFK or Splunk

No release November/December

Endeca to solr.
- Estimations to Jane
- performance improvements
- developer productivity
- less automation
- solr open
- Endeca support
- No oracle licensing.

INSIST ON THE HIGHEST STANDARDS

Definition and Indicators

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 drive 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.				
Concern	**Mild Concern**	**Mixed**	**Mild Strength**	**Strength**
• Conducts minimal reviews of others' work • Emphasizes speed over quality for most projects • Fails to recognize the long-term impact of lower standards • Creates or accepts goals that are too easily achievable • Accepts quick solutions to problems with minimal follow-up to ensure they are addressed			• Sets and commits to goals that are challenging, yet realistic • Reviews work extensively and offers high quality feedback • Communicates and gets agreement on expected standards • Builds systems that are scalable and serve customer needs • Continually tries to improve processes	

Insist on the Highest Standards - Suggested Behavioral Interview Questions

Please choose 2-3 questions below for your interview.

1. **Describe a time when you refused to compromise your standards around quality/customer service, etc.** Who was your customer? What was the result?
2. **Tell me about 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?
3. **Tell me about a time when you worked to improve the quality of a product / service / solution that was already getting good customer feedback.** Why did you think it needed improvement? How did customers react?
4. **Tell me about a time when you had to make a decision between standards and delivery.** What tradeoffs did you have make? What was the outcome? Knowing what you know now, would you have done anything differently?
5. **Give me an example of a goal you've had where you wish you had done better.** What was the goal? How could you have improved on it?
6. **Describe the most significant continuous improvement project that you led.** What was the catalyst to this change and how did you go about it? What was the outcome?
7. **Tell me about a time when you used feedback about your team to drive a change.** How did you gather or receive feedback on your team's performance? What was the outcome? (Manager)

- Documentation
- clear set of definition of completion
- Coaching -
- CSRS voucher tool
- switching between different system
- Return order for CSR.

Learn and Be Curious

Definition and Indicators

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.				
Concern	**Mild Concern**	**Mixed**	**Mild Strength**	**Strength**
• Prefers to stay with familiar situations and use existing skillsets • Actively avoids new experiences or trying new things • Avoids, disregards, or acts defensively toward feedback from others • Reacts to negative situations by focusing on what went wrong rather than how to improve for the future • Does not take steps to develop oneself			• Seeks opportunities to explore new possibilities and learn new skills • Shows curiosity about how things work • Consistently asks "I wonder what would happen if..." to make continued improvements • Accepts new and challenging situations, despite the risk of failure • Willing to pursue knowledge that does not have an immediate gain or deliverable • Seeks and embraces feedback from others • Discusses lessons learned from past setbacks • Currently working on initiatives to improve themselves	

Learn and Be Curious - Suggested Behavioral Interview Questions

Please choose 2-3 questions below for your interview.

1. **Tell me about a time when you realized you needed a deeper level of subject matter expertise to do your job well.** What did you do about it? What was the outcome? Is there anything you would have done differently?
2. **Describe a time when you took on work outside of your comfort area.** How did you identify what you needed to learn to be successful? How did you go about building expertise to meet your goal? Did you meet your goal?
3. **Tell me about a time when you didn't know what to do next or how to solve a challenging problem.** How do you learn what you don't know? What were the options you considered? How did you decide the best path forward? What was the outcome?
4. **We all have things about ourselves we'd like to improve on at work. Give me an example of something that you've worked on to improve your overall work effectiveness.** What resources did you identify to help you develop? What was the impact?
5. **Give me an example of a time when you explored a new or unexpected area of an existing space.** Why hadn't this been explored already? Why did you move forward? What were the results or what was the impact?
6. **Describe a time when someone on your team challenged you to think differently about a problem.** What was the situation? How did you respond? What was the outcome?
7. **Tell me about a time when you used external trends to improve your own company's products or services.** How did you keep up to date with external trends? How did you decide to apply them to your own company? What was the result?

Tire pros implementation
- customer creation
- APP access
- Inventory hard
- Endless learning
- Weather data recommendations

THINK BIG

Definition and Indicators

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.				
Concern	**Mild Concern**	**Mixed**	**Mild Strength**	**Strength**
• Focuses on day-to day delivery without considering long-term strategy • Fails to see opportunities and possibilities • Focuses mostly on the problems associated with a project rather than opportunities and possibilities • Does not consider the big picture or larger goals • Does not propose new projects or ideas			• Identifies bold, yet rational and defensible directions, even if the steps to get there are unclear • Takes risks when necessary in pursuit of an idea • Carefully reviews of existing processes • Able to work around limitations or challenges • Tries to think about a problem from a new perspective	

Think Big - Suggested Behavioral Interview Questions

Please choose 2-3 questions below for your interview.

1. **Tell me about time when you were working on an initiative or goal and saw an opportunity to do something much bigger or better than the initial focus.** Did you take that opportunity? Why or why not? What was the outcome?
2. **Give me an example of how you have changed the direction or view of a specific function/department and helped them embrace a new way of thinking.** Why was a change needed? What was the outcome?
3. **Give me an example of a time you proposed a novel approach to a problem.** What was the problem and why did it require a novel approach? Was your approach successful?
4. **Tell me about a time when you drove adoption for your vision/ideas.** How did you know your vision/idea was adopted by others? How did you drive adoption for your vision/ideas? How did you track adoption? Would you do anything differently?
5. **Give me an example of an idea or vision you had which was adopted by global stakeholders.** How did you drive adoption for your vision/ideas? How did you track adoption? Would you do anything differently?
6. **Tell me about a time when you thought differently to improve a process that was working.** What assumptions did you have to question? How did you evaluate if the change improved the process? Knowing what you know now, would you do anything differently?
7. **Tell me about a time when you encouraged a team member or organization to take a big risk.** How did you balance the risk against existing business goals? What was the outcome? What did you learn from this situation? (Manager)
8. **Tell me about a time when you established a vision for a (team, product, initiative) when there wasn't one.** How did you gain buy-in and drive execution? What was the outcome? Would you have done anything differently? (Manager)

Return orders
creation
Manual process

Database
No shortcuts
long term
expansion

Fast Can I Chen

Spartan

POC - implement