Sample questions to consider, as they can ask a number of different questions, but this can give you some kind of idea of what to expect.

**Remember that we use the STAR format.**

* **Situation**
* **Task**
* **Action**
* **Result**

**Insisting on highest standards:**

* Tell me about a time when you have been unsatisfied with the status quo.  What did you do to change it?  Were you successful?

We started with 100% code coverage for our apps and then as the features started growing and shared across multiple teams the code coverage started to drop. There is no automated way of preventing this. So, I created a sonar configuration and added this step to our Jenkins build, so that when the code coverage drops a certain level, the build fails. This made our code more maintainable with more unit tests and reduced the number of bugs that flows into production.

* Tell me about a time you wouldn’t compromise on achieving a great outcome when others felt something was good enough.  What was the situation?

This is my initial task at the previous company. I was asked to look at a latency issue in one of our apis. I noticed that there is a list of records fetched from the db, and these are mapped with some additional fields and picking the top record from these lists. This is some poorly written code. I modified the code to pick one and process the result. This made the processing time from 1.5sec to 800ms. My tech lead was happy with this, but I looked at the db stored proc and noticed that we can modify the required filters to these stored proc and this can filter the record based on the filter. This brought down the response time of the call to 60ms. This got me a spot award in the first month of joining my company.

* What measures have you personally put in place to ensure performance improvement targets and standards are achieved?

Atlas and Sonar analysis.

* Give me an example of a goal you’ve had where you wish you had done better. What was the goal and how could you have improved on it?

Testing on the UI is always difficult to achieve. To establish a pattern to test.

* 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 more improvement?

Monolith services to micro services. As we scale, we need to deploy based on the scale of users and we should be in a position to increase or decrease the number of servers on demand.

* Give an example where you refused to compromise your standards around quality/customer service, etc. Why did you feel so strongly about the situation? What were the consequences? The result?

4-week bug rule.

**Bias for action:**

* Tell me about a time you took a risk. What kind of risk was it?
* 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?
* Tell me about a time you had to make a decision with incomplete information. How did you make it and what was the outcome?
* Give 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 information is necessary for you to have before acting?

We did a prod deployment at 10PM on the previous night. I got a call early in the morning as most of the users who started the working on the application are facing a unique issue. The number of incidents kept piling up. I quickly looked at the persisted data and in the s3 and the data the app server is returning. The both are different, the easiest way that could fix this is clearing the entire cache for this api. This fixed the problem at this moment and unblocked the users. Then I created a bug and started analyzing the issue and found that there is a contract change made by a different team member and the binary contract data that got serialized in the cache is different from the changed contract. The next thing I did was added build number to the cache key, so that it gets invalidated on every prod deployment.

* Describe a situation where you made an important business decision without consulting your manager.   What was the situation and how did it turn out?
* Tell me about a time when you had to analyze facts quickly, define key issues, and respond immediately to a situation. What was the outcome?
* 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?

We had one of biggest customer expanding to multiple locations using our application. He started facing an issue, and we need to close the issue before 2hrs, otherwise we violate the SLA and we will be penalized for this. I was called by our ops team after an hour of an incident as they are unable to figure out the issue. I essentially have 1hr to fix the issue or provide an easiest workaround for the issue. I identified the issue and I started looking at all the possibilities to get our customers around this issue. This is missing an empty space check and converting an empty string to double. So, I provided and update to the customers after half an hour that the empty string is causing the issue. I found all the estimate written that day from the morning and wrote a script to change the empty string to null and unblocked the users before 2hrs. Then went and fixed the code and worked with our test teams and deployment teams to deploy the fixed code to PROD in the next one hour.

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

Monitor the dashboards. Found an issue that customers were facing and was not reported. As this is happening intermittently. Even though the code is implemented by a different team, I looked at the issue and found the root cause and fixed it.

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

**Deliver Results:**

* Tell me about a time where you not only met a goal but considerably exceeded expectations.  How were you able to do it?  What challenges did you have to overcome?
* 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 deliverables?
* Describe a situation where you had to face a particularly challenging situation while working on a project and what you did to overcome it. (Note: The challenge could be with respect to timeline, scope, people, or a combination thereof.)
* Tell me about a time when you were able to persevere through setbacks and overcome obstacles to deliver outstanding results.
* What’s the most complex problem you’ve ever worked on?

I have a month to deliver the EMS generation tool which is 30yrs old tool. Our competitor is making this file is making this artifact as paid and we want to offer it as free with new application. It is a Dbase file format and I need to go through our desktop application to find the mapping and specific implementation of dbase. The dbase writer package which we got from the third party is not equivalent to the one our 30 yr old application was writing off. So I need to build a custom dBase writer to satisfy our need and delivered it as planned. This earned me an MVP for the year of 2016-17

* How you check your progress against your goals?

Most of the time I do retrospective the things I need to deliver, is it going to take more time than expected. If so, find out the reasons for the scope increase and communicate with the respective product managers.

* Do you set and communicate smart team goals, expectations, and priorities; help employees stay focused/help others remove barriers/roadblocks towards meeting team goals?

Mid release cycle retros. How quality is important.

* Have you ever worked on something really hard and then failed?

**Are Right a lot:**

* Tell me about a decision for which data and analysis weren’t sufficient to provide the right course and you had to rely on your judgment and instincts.  Give me two to three examples.  They don’t have to be big strategic decisions – could be big or small.
* Tell me about a time you made a difficult decision and how you knew it was the right solution

**Ownership:**

* Tell me about a time when you took on something significant outside your area of responsibility.  Why was it important?  What was the outcome?
* 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?

**Have a backbone/Disagree and commit**

* Give me an example of when you took an unpopular stance in a meeting with peers and your leader and you were the outlier.  What was it, why did you feel strongly about it, and what did you do?
* When do you decide to go along with the group decision even if you disagree?   Give me an example of a time you chose to acquiesce to the group even when you disagreed.  Would you make the same decision now?

**Earns Trust:**

* Give an example of a tough or critical piece of feedback you received.  What was it and what did you do about it?
* Give me an example of an idea you had that was strongly opposed.  Why was there so much resistance?  How did you handle the negative feedback?

**Invent and Simplify**

* People often say the simplest solution is the best.  Tell me about a particular complex problem you solved with a simple solution?
* Tell me about a time you were able to make something significantly simpler for customers. What drove you to implement this change?