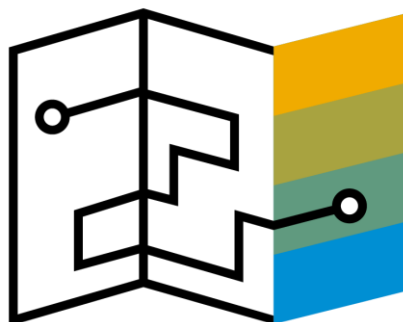




INTERNAL

TECH INTERVIEWER QUESTIONS GUIDE

Tech Competencies and How We Run Values



THE BEST RUN



TABLE OF CONTENTS



Competency #1	Challenge Complexity	3
Competency #2	Innovative Thinking	4
Competency #3	Communications	5
Competency #4	Self-Development	6
Competency #5	Teamwork	7
Competency #6	Business Acumen (Instead of #4 for Product roles)	8
Competency #7	Customer Focus (Instead of #5 for Product roles)	9
How We Run #1	Tell it like it is	10
How We Run #2	Stay Curious	11
How We Run #3	Embrace Differences	12
How We Run #4	Keep the Promise	13
How We Run #5	Build Bridges, not Silos	14

Talent Attraction's Definition of *Tech

Development, IT, Product Management, Security, Agile Ops

Functional Areas "Development" and "IT" across all Board Areas &
Work Areas "Software" & "IT" within Functional Area of "Services" in the Board Area of Product Engineering

How to Use This Guide

This guide is intended to help Tech Interviewers build specific questions for candidate interviews, based on key Tech Competencies or How We Run Values. Each competency is broken into three segments:

- Describes the overarching themes to look out for that relate to that competency.
- Gives examples of possible headline questions designed to uncover specific experience
- Shows possible follow up questions

Good luck with your interviews!



Competency #1 – Challenge Complexity

Provides lean and dynamic solutions for complex and interrelated business processes.

THEMES TO WATCH FOR:

- Identifies the core of complex issues by analyzing information systematically and logically
- Looks beyond symptoms to uncover root causes without over-analyzing
- Reduces complexity by identifying patterns
- Keeps processes and solutions as lean as possible – without sacrificing quality
- Avoids over-engineering

**Tell me a time when you had to solve a complex problem?**

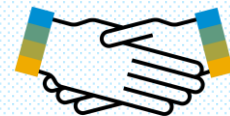
- How did you go about solving the issue?
- What was the most challenging aspect of the situation?
- How did you overcome this?
- Who did you involve in the process of solving the problem?
- What was the outcome?
- Looking back, would you approach this differently?

Tell me a situation where you made life simpler for an internal or external customer?

- What was the situation?
- Who did you involve?
- What was the outcome?
- What is the lesson learnt?

Tell me a situation where you challenged the status quo.

- What made you focus on this issue?
- How did you go about analyzing the problem?
- Who did you involve?
- What was the outcome?
- What is the lesson learnt?



Competency #2 – Innovative Thinking

Generates ideas, initiatives and vision to drive and continuously improve operating efficiencies and expand market leadership.

THEMES TO WATCH FOR:

- Challenges and improves processes, methods, systems and solutions along customers' value chain
- Generates and promotes new ideas and breakthrough initiatives
- Analyzes and anticipates the impact of upcoming technologies and market developments to initiate innovation
- Translates creative ideas into plans and action
- Thinks beyond boundaries to create visions



Tell me a time when you came up with a new idea to address a business issue.

- What did you do?
- Who did you involve?
- What was the outcome?

Sometimes it is essential that we rock the status quo or break out of routine to achieve a goal. Tell me a time when you successfully developed such new approach.

- What was the outcome?
- What was the learning from this?

Tell me about a problem that you have solved in a unique or unusual way.

- What was the outcome?



Competency #3 – Communications

Ensures understanding, trust and cooperation through effective and appropriate communication.

THEMES TO WATCH FOR:

- Communicates clearly, conveying messages in a way that others can understand
- Adapts style of communication to specific target groups, situations and media
- Communicates unpleasant messages in a timely and constructive manner
- Listens openly and attentively to fully understand people's ideas and opinions
- Attends to both explicit messages and non-verbal communication
- Effectively settles differences, finds common ground and gain cooperation
- Encourages people to freely express their opinions and perspectives



Describe a situation when you were able to strengthen the relationship by communicating effectively.

- What made your communication effective?

Describe a situation where you were able to draw upon the diverse opinions of others to achieve a goal.

- What did you do to achieve this?

Tell me a time when you were able to effectively “read” another person and guide your actions by understanding their individual needs.

- What made your communication effective?

Describe a time when you were successful in aligning differences, finding common grounds and gain cooperation.

- What did you do?
- What was the outcome?

Tell me a time when you had to communicate a complex idea to a diverse audience.

- What was the outcome?

Tell me time when you were the bearer of bad news.

- What did you do to convey the “bad news”?
- What was the outcome?



Competency #4 – Self-Development

Actively pursues opportunities for professional and personal growth.

THEMES TO WATCH FOR:

- Is aware of own strengths and development needs
- Proactively seeks feedback and adjusts behavior accordingly
- Demonstrates ongoing drive to expand own personal and professional capabilities by different kinds of developmental activities
- Organizes own learning activities
- Welcomes learning experiences and turns challenging situations into opportunities for learning



Share with me your self-development journey over the last 3 years.
(Pick any 1 below)

- What new skills have you acquired over the last 3 years?
- How did you acquire this (choose a skill or technology)?
- Who did you involve to support you?
- How long did it take you to pick this (choose a skill or technology) up?
- From 1-10, how would you rate your proficiency in this (choose a skill or technology) now?

Tell me a time when you experienced rapid personal growth.
(Pick any 1 below)

- What contributed to this?
- What new skills do you plan to develop over the next phase of your career?
- How are you going to realize this?



Competency #5 – Teamwork

Collaborate in a fair and effective manner with others to achieve goals.

THEMES TO WATCH FOR:

- Approaches team members openly and with respect
- Recognizes different perspectives, interests and needs within a team
- Takes responsibility for own work and activities
- Identifies and organizes resources across the organization to accomplish tasks
- Energizes people to work together
- Detects synergies and collaborates with other teams
- Works efficiently in co-located teams
- Proactively shares knowledge and experience with others



Tell me a time when you were a part of high performing team.

- What was your role?
- How did you contribute to team efficiency?

Tell me a situation when you felt you were the most effective team player?

- What was the project?
- How did you contribute?
- Did you do anything differently to achieve a more positive impact?

Tell me about the most difficult situation you have had when working in a team.

- Can you outline the challenge?
- What did you do?
- What was the outcome?



Competency #6 – Business Acumen

Takes a business-driven approach to one's own tasks and responsibilities.

THEMES TO WATCH FOR:

- Has an entrepreneurial spirit
- Keeps up-to-date on market trends and competitors
- Understands the value software solutions & products add to customers' business
- Prioritizes own work activities according to the strategy of their employer
- Ensures that own performance contributes to business success
- Considers the impact of external factors on the organizational plans and objectives
- Demonstrates a thorough understanding of business processes and adheres to commercial principles
- Ensures compliance with specific & general business methods, processes, rules and regulations.

**Tell me a time when you experienced great changes in your industry**

- What were the impact of these changes to your customers?
- How did you ensure you kept abreast of these changes?
- What did you do to ensure customer success during this time?
- What was the outcome?

Tell me about a time when you used financial, industry and economic environment data to get an idea approved

- How do you go about determining the feasibility and possible success of that idea?
- How did you participate in planning process?
- What role does a “corporate culture” play in the success of a company?

Describe a time when your organization went through transformation.

- What was the impact of the transformation?
- What part was most challenging?
- What did you do to manage these challenges?
- What was the outcome?



Competency #7 – Customer Focus

Constantly works towards long-term success and satisfaction of both internal and external customers.

THEMES TO WATCH FOR:

- Thoroughly understands customer needs
- Ensures that customers' success is seen as the top priority
- Manages expectations of customers
- Delivers on promises to customers
- Seizes opportunities to add value to the customer
- Maintains integrity even in challenging customer situations



Tell me a time when you had to manage your customer's expectations?
(Pick any 1 below)

- What was the situation?
- How did you balance the needs of the customer and the needs of your organization?
- What was most challenging in that situation?
- What was the outcome?
- What was the lesson learnt?

Describe a situation when you were successful in meeting the needs of a customer?
(Pick any 1 below)

- What did you do to understand the needs of the customer?
- What was most difficult in that situation?
- What challenges did you overcome to meet this need?
- What was the outcome?
- If you could do this again, what would you have done differently?

Tell me a time when you had to inform a customer that you have made a mistake?
(Pick any 1 below)

- What was the situation?
- What contributed to this situation?
- How did you communicate to the customer?
- What was the outcome?
- On reflection, what would you have done differently?



SAP Culture: How We Run #1 – Tell it like it is

THEMES TO WATCH FOR:



We build trust by being honest and authentic. We are professional and constructive and create platforms for people to openly exchange ideas.

- Listen. Really listen.
- Put the facts front and center.
- Bring suggestions to the table along with opinions.
- Share your point of view, discuss openly, and support the outcome.



Tell me about a time when you chose to tell the facts (to your customer/colleagues/stakeholders) although it may have been easier not to do so.

- Describe the situation
- How did they react to the information you shared?
- What happened in the end?

Tell me about a time when you disagreed with your boss or customers.

- What did you do?
- Why did you choose to convey your opinion?
- What was the outcome?

Tell me about a time when you were the bearer of bad news.

- What happened?
- How did you handle this communication?

Tell me about a time when you were the only person who had a different idea?

- What did you do?
- What was the outcome?



SAP Culture: How We Run #2 – Stay Curious

THEMES TO WATCH FOR:

We never stop pushing the boundaries of what our solutions can do for people and for the world. We are always improving and adapting to stay ahead.

- Be willing to see change as a chance.
- Innovate without fear of failure.
- Be humble and never stop learning. Ideas come from everywhere.



Tell me about a time when you learned something radically new or different.

- What was it?
- Why did you decide to learn this?
- How did you learn this?

What was the most unorthodox solution you have proposed?

- What was the initial reaction to your idea from your stakeholders?
- How did you try and convince them your idea was worth further evaluation?
- What was the outcome?

Tell me about a time when someone in your team came up with a very different take on the solving a problem?

- How did you react to their proposed solution?
- What did you learn from their perspective?
- How did this impact your approach to solving the problem?



SAP Culture: How We Run #3 – Embrace Differences

THEMES TO WATCH FOR:

We are a diverse and global team. All of us have unique skills and experience that create value for our customers.



- Create a supportive environment where everyone can be themselves.
- Look for a point of view you haven't heard yet.
- Listen to understand where others are coming from. Trust that their intentions are positive.



Tell me about a time when you delivered a very successful project/outcome.

- Tell me about the team which supported you to achieve this.
- How did you choose the team members who contributed to this success?

Tell me about a time when you did not agree with a team member who often seemed to disagree with your ideas.

- What was the situation?
- What did you do?
- What was the outcome?
- How did you apply the lessons learnt?

Tell me about a time when there were many different opinions within your team.

- What happened?
- What did you do to achieve your objective?
- What was the outcome?



SAP Culture: How We Run #4 – Keep The Promise

THEMES TO WATCH FOR:

We have a long history of solving complex business challenges. That's why our customers trust us. We work as one team to constantly earn this trust, delivering the best outcome in the simplest way possible.

- Be reliable. Say what you'll do and do what you say.
- Listen with empathy to customers' challenges and goals.
- Take accountability for delivering the results customers need.



Tell me about a time when you had to go the extra mile to keep the promise to a customer/colleague.

- What happened?
- What was the outcome?

Tell me about a time when you realized you were not going to be able to fulfil the promise you had made to a colleague or stakeholder

- What was the situation?
- When did you communicate the challenges to the other party?
- What was their reaction?



Tell me about a time when you paid a high price to keep the promise to a customer/stakeholder/colleague.

- What happened?
- What was the outcome?
- What was the lesson learnt for this incident?

SAP Culture: How We Run #5 – Build Bridges, not Silos

THEMES TO WATCH FOR:

We put egos aside and work as a team toward a common vision.
The competition is outside, not inside.

- Respect expertise and execution, not just titles.
- Succeed together. Fail together. No matter what, stick up for each other.
- Be willing to help and be generous with your knowledge and connections.



Tell me about a time when you had to work with a team which was new to you.

- What happened?
- What did you do to secure collaboration?

Tell me about a time when you were required to work with a very challenging individual.

- Describe the situation
- What was challenging?
- What did you do to overcome the challenges and collaborate with this individual?
- What was the result?

Tell me about a time when you were asked for help from an unlikely source.

- Who asked you for help?
- Why did they come to you?
- How were you able to help them?
- What was the outcome?

