Competency #1: Individual Responsibility

***Decisiveness***

**1.** There are times when a firm decision must be made quickly, and there are other times when it is prudent to consider all angles before reaching a conclusion. Give an example of a situation when you took time in making a final decision.

**Situation:** 4y ago, in HSBC, I have been assigned a task to coordinate a migration of a service running on a pool of Windows servers from France to UK. I didn’t know all the people involved, the service and Windows.

**Action:** As the first course of action, I meet with a senior analyst to get a feel of the challenge and the service being migrated and to review the migration procedure/run book. In the same week I called every single person involved in the task to understand each role in it.

**Result:** After all conversations, I noticed the technical procedure had flaws and inconsistencies and some analysts were not sure or fully aware of their responsibilities and tasks. I recommended a delay in the migration in one week so people could be in the same page and a few changes in the procedure. The migration was successful.

**3.** Tell me about a time when you encountered competing deadlines and you had to choose one deadline to fall by the wayside in order to meet the others.

**Situation:** Although it may be quite common to be pulled in multiple directions when working in production support, there has never been a time when I left a problem aside. I can share a situation when I was in a crisis call and other critical Incident arrived.

**Action:** Since I could not be in two places at the same time, I let the people in the conference aware of the situation and then called another senior-level member requesting assistance, who gladly agreed to lend a hand.

**Result:** We split the responsibilities. I attended the crisis conference, and once it was over, I helped my colleague with the other problem. I recall that day because I stand working for 19h strait.

***Independence***

**19.** Tell me about a time when you lacked experience in a specific area and needed to outsource an initiative.

**Situation:** 3y ago, in HSBC, I have been assigned a task to coordinate a migration of a service running on a pool of Windows servers from France to UK. I didn’t know all the people involved, the service and Windows.

**Action:** Since the technologies and service was beyond my know-how, I requested assistance of a senior analyst, very experienced in this specific service and knowledgeable in its architecture, infrastructure and gotchas.

**Result:** Based on the information gathered from him, I was able to adjust the procedure and better plan and communicate the roles and procedure.

**24.** Recall a time when you made an independent decision.

**Obstacle:** In 2013, in HSBC, I ministered a course in Infrastructure Production Support (a ITSM framework based, adapted to HSBC reality). It was a 5 day course with the format and material received from HSBC India where at the end, all should take (and pass) a test.

**Action:** I reordered content and added more content, with real examples from HSBC Brazil.

**Result:** The approval rate was a bit above the global average.

***Flexibility***

**26.** Describe an occasion when there was a fundamental change in the way things were done in your workplace. What was your response to it?

**Situation:** When Bradesco Bank bought HSBC in 2y ago, I expected a smooth transition because both companies provided the same products and services. However, I was surprised to learn that my role changed as the scope of technologies supported was way bigger than in HSBC and the culture was totally different.

**Action:** Unlike other peers, I did not complain. To ensure that I had a grasp of my new responsibilities and to access about culture, I asked questions during the training sessions and I self-studied some technologies I considered my weaknesses at the time (OpenLDAP, for example).

**Result:** Within six months, there were layoffs but my position remained intact. I got a feedback from my manager that I have been committed and able to embracing the new procedures and responsibilities.

**33.** Give an example of a situation in which you worked for a company where your flexibility skills were important.

**Situation:** When Bradesco Bank bought HSBC I wanted to learn as many aspects of the company as possible, from customer services to technical.

**Action:** I took assignments and responsibilities seriously. I learned the inner workings of the different departments and the varying personalities who made up a division.

**Result:** Now, when I work with a specific stakeholder, I am mindful of their needs and their deadlines. This perspective allows me to work collaboratively with other departments to meet overall objectives.

***Career Goals***

**40.** Recall a time when you made a difficult career move.

**Situation:** In 2014 I decided to apply to a tech coordination position inside my IT department but to another technical team/scope. At the time I felt I reached a technical plateau in my team and wanted to develop other skills both technical and soft/managerial skills.

**Action:** In the meddle of the selection process I realised how difficult can be changing from an analyst position to coordination, where you are expected to take initiative, communicate well, delegate, guide, accommodate different stakeholder needs and prioritize tasks and get results by others work.

**Result:** After two months of recruitment process I got selected for the position. My role and responsibilities changed a lot since HSBC got sold to Bradesco in 2016, but I think I did a good move in my career. I learned a lot and I’m a much better and complete professional now.

**44.** Describe a time when you asked management for direct feedback.

**Situation:** Both in HSBC and Bradesco, my last two employers, there is a mid and end year formal feedback one-on-one meeting. My current manager doesn’t like giving and receiving feedback but my previous manager (which currently is working at AWS in Sydney), was open and I felt more comfortable in asking or giving feedbacks.

**Action:** When I ministered IPS training for example, I asked my manager at the time for feedback about the changes I’ve made to the course program and during and after the training have finished I asked some students and colleagues for feedback on the examples I gave and my didactics.

Result:

**Result:** All added their thoughts on how to make the presentation even stronger, but overall, I was on the right track.

**49.** Tell me about a time when you assumed a position or took on a task that was below your experience because you knew it would lead to better opportunities.

**Situation:** 4y ago, in HSBC, I have been assigned a task to coordinate a migration of a service running on a pool of Windows servers from France to UK. I didn’t know all the people involved, the service and Windows.

**Action:** I accepted the challenge expecting to be recognized by my flexibility and courage and with the hope it could be taken in consideration for a promotion.

**Result:** Later in the same year, I applied to a tech coordination position inside my IT department but to another technical team/scope. I was selected for the position and I am certain that task counted in my favour.

**52.** Provide an example of a real-life experience that prepared you for this position.

**Situation:** In 2007 and 2008 I worked in Angola as Analyst, leading Linux training and restructuring the federal government infrastructure (as Linux analyst).

**Action:** I immersed myself in researching about Angola culture and history and on understand their needs (in term of technology). The information I gathered helped develop both personally and professionally and with the dealings with the client (Angola government people). I also faced restrictions in many aspects, from technological to lack of water, energy and food.

**Result:** As part of that experience, every day I had to figure out ways to overcome these externally imposed limitations in order to be able to continue working and living there.

Competency #2: Managerial / Leadership Skills

***Leadership***

**61.** Give an example of a time when you took on a leadership role.

**Situation:** 4y ago, in HSBC, I have been assigned a task to coordinate a migration of a service running on a pool of Windows servers from France to UK. I didn’t know all the people involved, the service and Windows.

**Action:**

**Result:** The move was successful and, personally, I was able to explore and develop other competencies, especially soft skills, like flexibility, communication, delegation, leading calls, etc.

***Employee Motivation***

**71.** Give an example of an innovative way that you promoted teamwork.

**Situation:** last year I noticed people from my team complaining about lack of information in requests and problems with deadlines for projects and requests from our department that we had part in it.

**Action:** I had initiative to start a weekly meeting to connect our team in Curitiba with internal clients and other people in SP. I then posted the agenda, notes and gathered documents using MS OneNote.

**Result:** It’s been about one year now and the meetings work well. Requests are arriving with much better quality of information and deadlines are more adequate. People now complain about other things ☺

=== or ===

**Situation:** In early 2014 I completed a Lean6Sigma 80h course and passed the assessment becoming green belt, I then searched for ideas and opportunities to improve processes or tasks.

**Action:** I identified an opportunity to change/simplify the inclusion of new clients to our MTF service, with an SLA of 1 month at the time. We splinted tasks and could count with other people in my department and from business to redesign the process with parallelisation and simplicity in mind.

**Result:** It is being a great learning experience on being dependable on others to achieve my goals and having to inspire and mobilize people, and we were to reduce the process from a month to 10 days.

**72.** Describe the last training workshop you led.

**Obstacle:** In 2013, in HSBC, I led a course in Infrastructure Production Support (a ITSM framework based, adapted to HSBC reality). It was a 5 day course with the format and material received from HSBC India where at the end, all should take (and pass) a test.

**Action:** I reordered content and added more content, with real examples from HSBC Brazil.

**Result:** The approval rate was a bit above the global average and it certainly contributed to the improve of knowledge about IT service management best practices at the time.

**77.** We all have outside interests. Tell me about an extracurricular activity you enjoy. Then describe a time when the skills you learned in that activity made you a better professional.

**Situation:** For a few years, I was part of a rock band, I played the guitar. Despite you have to study long ours alone, the spirit collaboration with the band, in stage specially, must always be in mind. Also, the need of handling multiple tasks like hand coordination, sight-reading and listening skills are aspects we can carry to other situation in life.

**Action:** Sometimes, even if you do not like a song, you study and play it if your public and the others in the band does. You do it for them.

While my colleague was talking, I paid attention to the director’s body language. He was clearly uncomfortable with the conversation. When I had the opportunity to speak to him privately, I emphasized the actions I had implemented while also noting that all members of the team contributed to the success of the project.

**Result:** We get satisfaction both in having a song being well performed but also seeing people around also satisfied.

***Ability to Delegate***

**80.** Describe a time when you divided the responsibilities of a task to members of a group.

**Situation:** In early 2014 I completed a Lean6Sigma 80h course and passed the assessment becoming green belt, I then started working on an opportunity to speed up the inclusion of new clients to our MTF service, with an SLA of 1 month at the time.

**Action:** I assembled a team of four and had each one handle a specific aspect of the program. All worked on the redesign of the process, but after that, one worked on technical documentation while other updated the Service Manager with the new approval flow and forms. The business and my direct manager worked on updating the SLA terms and communications with stakeholders.

**Result:** It is being a great learning experience on being dependable on others to achieve my goals and having to inspire and mobilize people, and we were to reduce the process from a month to 10 days.

***Strategic Planning***

**101.** Describe a time when your opinion on an operational matter differed from that of management.

**Situation:** Audit recently reported a bunch (about 800) of servers with security patch sets out of date. It should be resolved ASAP. I don’t know why, my manager asked me to apply all pending patches immediately (he augmented that we have applied patches regularly and all servers would survive to just one more patching).

**Action:** Though I understand the importance of security patching (in special) I disagreed and recalled him we did patching in testing environment before every regular cycle and we have already got problems in testing. We’d better not patching directly. He didn’t resisted much.

**Result:** Because of the urgency, we had to hurry with testing and some out of hours work were needed. In 4 days all servers were patched without any problem or outage.

**103.** Describe a time when you worked as part of an integrated team to come up with a plan of action.

**Situation:** 4y ago, in HSBC, I have been assigned a task to coordinate a migration of a service running on a pool of Windows servers from France to UK. I didn’t know all the people involved, the service and Windows.

**Action:** As the first course of action, I meet with a senior analyst to get a feel of the challenge and the service being migrated and to review the migration procedure/run book. In the same week, I called every single person involved in the task to understand each role in it.

**Result:** After all conversations, I recommended a delay in the migration in one week so people could be in the same page. During this week, we worked together to come out with a better and more precise procedure. The migration was successful.

Competency #3: Personal Motivation

***Ambition***

**105.** Recall a situation when you took on a self-starter approach to a project.

**Situation:** In early 2014 I completed a Lean6Sigma 80h course and passed the assessment becoming green belt, I then searched for ideas and opportunities to improve processes or tasks.

**Action:** I identified an opportunity to change/simplify the inclusion of new clients to our MTF service, with an SLA of 1 month at the time. We splinted tasks and could count with other people in my department and from business to redesign the process with parallelisation and simplicity in mind.

**Result:** It is being a great learning experience on being dependable on others to achieve my goals and having to inspire and mobilize people, and we were to reduce the process from a month to 10 days.

**112.** Tell me about a time when you were proud of your efforts. What were the circumstances?

**Situation:** In 2007 and 2008 I was sent by company I was working for at the time (Conectiva) to work in Angola as Linux Analyst, I was supposed to give Linux training and restructure the federal government infrastructure (as Linux analyst), but I didn’t have details, like, the level and scope of the trainings and I had no specific information on what aspect of the Linux infrastructure I should work on.

**Action:** I immersed myself in researching about Angola culture and history and on understand their needs (in term of technology). I did it by interviewing every local I considered relevant for the tasks. The information gathered helped me to get a feel about the gaps in people qualification and also what should change in the IT infrastructure.

**Result:** In the end of 2 weeks there I was able to propose an prepare a training scope and also, I wrote a document with my considerations and suggestions about the IT infra, with served as starting point to later definitions and actions.

***Initiative***

**124.** Give an example of a time when you took on a task that was not part of your job description.

**Situation:** In early 2014 I completed a Lean6Sigma 80h course and passed the assessment becoming green belt, I then searched for ideas and opportunities to improve processes or tasks.

**Action:** I identified an opportunity to change/simplify the inclusion of new clients to our MTF service, with an SLA of 1 month at the time. We splinted tasks and could count with other people in my department and from business to redesign the process with parallelisation and simplicity in mind.

**Result:** It is being a great learning experience on being dependable on others to achieve my goals and having to inspire and mobilize people, and we were to reduce the process from a month to 10 days.

Competency #4: Analytical Skills

***Problem-Solving***

**133.** Recall a time when you discovered a way to improve upon an existing process.

**Situation:** In early 2014 I completed a Lean6Sigma 80h course and passed the assessment becoming green belt, I then searched for ideas and opportunities to improve processes or tasks.

**Action:** I identified an opportunity to change/simplify the inclusion of new clients to our MTF service, with an SLA of 1 month at the time. We splinted tasks and could count with other people in my department and from business to redesign the process with parallelisation and simplicity in mind.

**Result:** It’s being a great learning experience on being dependable on others to achieve my goals and also having to inspire and mobilize people. And we were to reduce the process from a month to 10 days.

**135.** Give me an example about a time when a routine procedure presented a challenge.

**Situation:** When I worked in MFT service team (at HSBC), a big client (Maersk) wanted to use a feature that our product (IBM SterlingFileGateway) didn’t supported at the time because the corporative security team hadn’t evaluated/certificated that function, that function enabled workflow feature that could treat the transmission accordingly based on conditions and inputs.

**Action:** With the buy in and support of my manager and the business people, I was able to speed up/prioritize the evaluation security was taking a long time to make.

**Result:** After have learned about it from vendor documentation, in two weeks we enabled and tested the workflow feature along with the client and, soon, many other clients starting using it.

**138.** Tell about an occasion when you solved a problem without using the resources you needed.

**Situation:** [Marca] About six months ago I’ve been assigned the huge and wide task of review and adjust servers hardening scripts and procedures. I was being supported by a consulting firm and their proposals resembled CIS (Center for Internet Security) aiming to increase cybersecurity of Linux infrastructure (about 3500 server). Other than updating scripts and procedures to latest standards, I should then apply them to the current state of the infrastructure.

**Action:** After alignment with my manager, we form a team of four to work on it (myself, two from my team and one from security team) and started reviewing scrips. We splited them among the members based on familiarity with the subject, service or OS. It was evolving well until two left the company within few weeks each other.

**Result:** Due to a hiring freeze (that takes 2y now), neither of the them was replaced. The remaining co-worker and I managed to do the work of four people without increasing our hold times or sacrificing quality. We managed that by writing new procedures using Ansible and migrating some old and complex scripts to Ansible as well. We deployed/rolled over the updated baseline using Ansible Tower (a suite from RedHat that can do DevSecOps or Infrastructure as Code in some fashion). It was practical, visual (dashboards and reports) and saved us a lot of time.

**143.** Everyone’s professional career is peppered with successes and failures. Describe a time when you learned from a mistake you had made.

**Situation:** When I was a Jr Analyst at HSBC, while cleaning up a system that alarmed due to disk near full, I mistakenly deleted a “.lock” file inside a directory causing an specific application to span another instance and resulted in service errors.

**Action:** Soon enough I received an Incident call and while investigating the issue and reading documentation I came to understand the cause of the problem. I killed one instance of the application and communicated my manager and my team about it.

**Result:** Some clients have got payments or debits twice in their account. The business were able to fix that in time but I felt bad, ashamed because of it. I learned that even the simplest activity can cause bit trouble if not conducted with care. Since then, I ask, check for documentation and ask a make for double checking whenever possible.

=== or ===

**Situation:** 4y ago, at HSBC, a colleague was not performing well because he didn’t like most of his activities. He kept complaining all time at work.

**Action:** I suggested him (for many times) to have a talk to our manager and explain his situation.

**Result:** Our manager offered my colleague a transference to other team, for other activities, he accepted, but didn’t fitted there as well and in a few months latter he was let go from the company. I felt co-responsible and bad for that, feeling that I haven’t should interfere in his decision process like I insistently did. I did a destructive mentoring/couching I felt.

***Attention to Detail***

**149.** Tell me about an occasion when your attention to detail was recognized by management.

**Situation:** During a discussion session on the technical architecture for a new banking service, my responsibilities was to provide information and suggestions on Linux SO infra only, but, at given moment, I noticed the security department had recommended blocking UDP, and port 53 was in the range they recommended blocking.

**Action:** I called the security representative apart and questioned about the DNS port being blocked. He immediately recognized the mistake and adjusted the architecture documentation.

**Result:** After the meeting, this guy sent an e-mail to my manager thanking me for having noticed the mistake and my manager replied with a compliment to me.

**153.** Tell me about an occasion when your precision was important in your work.

**Situation:** In early 2014 I completed a Lean6Sigma 80h course and passed the assessment becoming green belt, I then searched for ideas and opportunities to improve processes or tasks.

**Action:** I identified an opportunity to change/simplify the inclusion of new clients to our MTF service, with an SLA of 1 month at the time. We splinted tasks and could count with other people in my department and from business to redesign the process with parallelisation and simplicity in mind.

**Result:** It’s being a great learning experience on being dependable on others to achieve my goals and also having to inspire and mobilize people. And we were to reduce the process from a month to 10 days.

=== or ===

“script that counts how many admin users (local or in LDAP) a system has and it should work on all platforms”

**156.** Give an example of a time when you went beyond standard operating procedures to ensure that regulatory compliances were met.

**Situation:** In early 2014 I completed a Lean6Sigma 80h course and passed the assessment becoming green belt, I then searched for ideas and opportunities to improve processes or tasks.

**Action:** I identified an opportunity to change/simplify the inclusion of new clients to our MTF service, with an SLA of 1 month at the time. We splinted tasks and could count with other people in my department and from business to redesign the process with parallelisation and simplicity in mind.

**Result:** It’s being a great learning experience on being dependable on others to achieve my goals and also having to inspire and mobilize people. And we were to reduce the process from a month to 10 days.

=== or ===

**Situation:** Audit recently reported a bunch (about 800) of servers with security patch sets out of date. It should be resolved ASAP. I don’t know why, my manager asked me to apply all pending patches immediately (he augmented that we have applied patches regularly and all servers would survive to just one more patching).

**Action:** Though I understand the importance of security patching (in special) I disagreed and recalled him we did patching in testing environment before every regular cycle and we have already got problems in testing. We’d better not patching directly. He didn’t resisted much.

**Result:** Because of the urgency, we had to hurry with testing and some out of hours work were needed. In 4 days all servers were patched without any problem or outage.

Competency #5: People Skills

***Team-Oriented***

**168.** Tell me about a time you worked on a project when your role was not clearly defined.

**Situation:** In 2007 and 2008 I was sent by company I was working for at the time (Conectiva) to work in Angola as Linux Analyst, I was supposed to give Linux training and restructure the federal government infrastructure (as Linux analyst), but I didn’t have details, like, the level and scope of the trainings and I had no specific information on what aspect of the Linux infrastructure I should work on.

**Action:** I immersed myself in researching about Angola culture and history and on understand their needs (in term of technology). I did it by interviewing every local I considered relevant for the tasks. The information gathered helped me to get a feel about the gaps in people qualification and also what should change in the IT infrastructure.

**Result:** In the end of 2 weeks there I was able to propose an prepare a training scope and also, I wrote a document with my considerations and suggestions about the IT infra, with served as starting point to later definitions and actions.

***Customer Service***

**174.** Describe the steps you take to ensure a high level of customer satisfaction.

**Situation:** When I worked in MFT service team (at HSBC), a big client (Maersk) wanted to use a feature that our product (IBM SterlingFileGateway) didn’t supported at the time because the corporative security team hadn’t evaluated/certificated that function, that function enabled workflow feature that could treat the transmission accordingly based on conditions and inputs.

**Action:** With the buy in and support of my manager and the business people, I was able to speed up/prioritize the evaluation security was taking a long time to make.

**Result:** In two weeks we enabled and tested the workflow feature along with the client and, soon, many other clients starting using it.

**178.** Recall the last time a client was dissatisfied with your customer service.

**Situation:** Few months ago, I was going to be at four days leave and forgot to activate the e-mail out of the office message to reflect that. When I returned to the office, there few e-mail messages and missed phone calls.

**Action:** At the end of the fourth day, she had sent an e-mail to my manager, who minimized the situation, but I immediately called her, I did not become defensive and acknowledged her frustration, explained the situation, and attended her request immediately (she was in need of a documentation, technical requirements for a new project).

**Result:** Right after her received the pending documentation, she got relieved and the frustration seemed to disappear. We have good relations still today.

***Communication Skills***

**195.** Describe an occasion when you improved communications within your department.

**Situation:** last year I noticed people from my team complaining about lack of information in requests and problems with deadlines for projects and requests from our department that we had part in it.

**Action:** I had initiative to start a weekly meeting to connect our team in Curitiba with internal clients and other people in SP. I then posted the agenda, notes and gathered documents using MS OneNote.

**Result:** It’s been about one year now and the meetings work well. Requests are arriving with much better quality of information and deadlines are more adequate. People now complain about other things ☺

EXRAS:

**What was the toughest challenges you faced in the work environment?**

* Led interdisciplinary and globally dispersed team in executing migration of a banking service from France to UK.

**Did you serve on special committees?**

* Marca

**Were you ever selected to participate in a special training program?**

* Lapidus 1y leadership training.

**Application – Why are you applying for this position?**

1. “Over the years, Amazon Web Services has been the leader in Cloud Computing. With its customer focussed and innovative culture. The new strides and the direction Amazon is taking demonstrate a strong commitment to the field. Since I take my career seriously and have strived to be the best I can be, I would like to join your team.”
2. Management area is the career path I want and decided to follow. In the last 4 years I’ve been exploring many technical aspects of my role and I now want to go beyond technical. Taking in consideration different perspectives of assignments/responsibilities, not only technical, but influencing people and helping them for professional development. I’m applying specifically for this position because I have a background on Unix/Linux and also because I worked with Jorge in the past and I think he’d be able to contribute a lot for my career development.

“From Physics to IT”

There may be times when you are not quick on your feet or your mind goes blank. In these cases, provide a hypothetical scenario, simply come clean by stating: “At the moment I cannot think of an example. Is it possible to move on to the next question?

Closing the job Interview:

“Before we call it a day, I would like to know if there are any more questions you have for me or perhaps any concerns about my candidacy?