Questions:

1. Customer Obsession:
   1. Who was your most difficult customer?
      1. 2015: Chen I Min: was a war veteran from Taiwanese Infantry, first under conscription. Worked as a VP in CITI. He had a pride in calling himself a grammar Nazi and often puts no filter in criticizing anything he doesn’t like to his sub-ordinates or vendors. So more than work or the performance of the work writing back the mails and excel test-cases were difficult.
   2. Give me an example of a time when you did not meet a client’s expectation. What happened and how did you attempt to rectify the situation?
      1. 2016: For the client VISA. I was new to the team i.e. just a month. I was asked to write test cases along with the development works done. Unlike the previous client, the current client needed the negative test cases as well. Moreover in the evidence part they not only needed the SQL, but also the screenshot of the SQL with the output having the record count in the scree (basically Oracle DB SQL Editor Screenshot of the whole screen). Somehow, the reviewer missed checking the UTC and the CR approver caught it and it was rejected. Almost the month’s work was left out. The CR was moved to next month followed by escalations.
      2. I had no reason to prove my innocence to the client, but to my manager I explained the situation. He guided me to accept the mistake, write a mail explaining and move on but be careful. I wrote a lengthy mail where I detailed my past experience and to avoid any such mistake of this short, I created a checklist which remarks next to it. It detailed all the requirements. Interestingly no reply came back and I had to send the CR next month as expected but few months later I saw the same excel was being used by other team (under different manager) in the ODC.
   3. When you’re working with a large number of customers, it’s tricky to deliver excellent service to them all. How do you go about prioritizing your customers’ needs?
      1. 2018: Fortunately or unfortunately I didn’t had the chance to work in that environment, but I did worked in a project which was a battleground for two senior managers to push forward their case. In CITI, the Fr2052a Reporting System for Loans was one of the several projects that were undergoing last min changes to implement the BASEL III norms. These changes had more technical changes than functional changes. So, the two senior managers who managed from US and Singapore had kept a close eye on everything. Loans was a large pie in that cake so there were different set of priorities altogether for both of them. Often the changes taken up on the directions of one were frowned upon by the other. But they never confronted each other in a meeting or mail. It was always like “you should listen to me” over one-to-one call.
      2. Remedy: I told both of them in one of the one-to-one calls, that even though jobs are listed in the weekly targets, I will personally publish an order-of-work in which I will work on the coming week. Unless and until you both reply back a green-signal over mail, I will not publish the work progress. Even tough, the work might be done in the background but in the mail which loops everyone; my row will say “Awaiting Approval on Workflow”.
   4. Tell the story of the last time you had to apologize to someone.
      1. 2020: To my last manager in CITI. He is a good man. He went above and beyond to keep me in the project. He gave me a promise for change of project within CITI. He even had written a mail to the Director advocating a hike to keep me back. I came to know about it from another manager with whom he happened to share the Director’s cabin while discussing this. But I had my own reasons to leave. So I apologized.
2. Ownership:
   1. Tell me about a time when you had to leave a task unfinished.
      1. First week December 2020: This time is often known for overtimes and pre-freeze rush. Lot of code bugs and quick fixes are pushed. But being a single child and a son of Government Employee who gets only 11 leaves in a year, I had no option but to go and do my wedding preparations. My wedding date was 29-JAN-2020.
      2. Although I has a teammate for all the work I did, but she was junior employee from the vendor side. I had to assure everyone that she was capable of doing the task and in any case I was available over phone. Unfortunately, there were numerous last minute changes that she had to do.
   2. Tell me about a time when you had to work on a project with unclear responsibilities.
      1. 2020: Current Project: The project was till date was managed by vendors and now it is moved to the employees. Interestingly, the handover was razor-sharp, because the time to setup our systems and software with all permissions and accesses, the notice period of the outgoing people were covered. Although we had the KT sessions but they mostly a monologues where we didn’t had the access to do some hands-on or reference. On their last month, they did manage to give us few documents for reference but not all aspect is covered.
      2. Teacher Feedback System: asked for Student feedbacks as well
3. Invent and Simplify:
   1. Tell me about a time when you gave a simple solution to a complex problem.
      1. 2020: Current Project: The current roles requires me to monitor all the UAT jobs as well which run
   2. Tell me about a time when you invented something.
4. Are Right, A Lot
   1. Tell me about a time when you were wrong.
   2. Tell me about a time when you had to work with incomplete data or information.
5. Learn and Be curious
   1. Tell me about a time when you influenced a change by only asking questions.
   2. Tell me about a time when you solved a problem through just superior knowledge or observation.
6. Hire and Develop the Best
   1. Tell me about a time when you mentored someone.
   2. Tell me about a time when you made a wrong hire. When did you figure it out and what did you do?
7. Insist on the Highest Standard
   1. Tell me about a time when you couldn’t meet your own expectations on a project.
   2. Tell me about a time when a team member didn’t meet your expectations on a project.
8. Think Big
   1. Tell me about your proudest professional achievement.
   2. Tell me about a time when you went way beyond the scope of the project and delivered.
9. Bias for Action
   1. Describe a time when you saw some problem and took the initiative to correct it rather than waiting for someone else to do it.
   2. Tell me about a time when you took a calculated risk.
   3. Tell me about a time you needed to get information from someone who wasn’t very responsive. What did you do?
10. Frugality
    1. Tell me about a time when you had to work with limited time or resources
11. Earn Trust
    1. What would you do if you found out that your closest friend at work was stealing?
    2. Tell me about a time when you had to tell someone a harsh truth.
12. Dive Deep
    1. Give me two examples of when you did more than what was required in any job experience.
    2. Tell me about something that you learnt recently in your role.
13. Have Backbone; Disagree and Commit
    1. Tell me about a time when you did not accept the status quo.
    2. Tell me about an unpopular decision of yours.
    3. Tell me about a time when you had to step up and disagree with a team members approach
    4. If your direct manager was instructing you to do something you disagreed with, how would you handle it?
14. Deliver Result
    1. By providing an example, tell me when you have had to handle a variety of assignments. Describe the results.
    2. What is the most difficult situation you have ever faced in your life? How did you handle it?
    3. Give me an example of a time when you were 75% of the way through a project, and you had to pivot strategy–how were you able to make that into a success story?