BQ in Summary

1. **Introduce yourself. /Tell me about yourself. / Walk me through your resume.**

   Red Flags: Rambling, sharing personal information not relevant to the job or being overly rehearsed.

   Approach: (around 90s)

   - Greeting + basic information
   - Briefly highlight your relevant professional background, skills, and achievements.
   - Transitioning question (This is my brief introduction. If you're interested in some aspects with more details, please feel free to ask!)

2. **Why do you want this job? / Why are you interested in our company? / Why should we hire you?**

   Red flag: General answers lacking enthusiasm. Lack of information of the company

   Approach:

   - Connect your technical skills, soft skills, career goals, personal values, passion with the job and the company culture, showing genuine interest.

3. **Where do you see yourself five years from now?**

   Red flag: Lack of goals or ambition, overly ambitious, unrealistic plan, job hopping 跳槽, start your own business, not alignment with company goals.

   Approach:

   - Demonstrate stability and commitment.

- Align your goals with the responsibilities and future projects of the role.

- Express a commitment to continuous learning and skill development.

- How you see yourself contributing to the company's success.

- Set goals that are ambitious yet realistic within the company's context.

- Express a desire for leadership roles or specialization within your field.

- Highlight shared values.

Example:

In the next five years as a data analyst, I have several key objectives that I hope to achieve. 最开始几年, 快速融入团队，了解自己职责（based on JD）。

后面几年，I aspire to **take on more significant responsibilities** within the data analysis team. This could include **leading projects, mentoring junior analysts, and collaborating with cross-functional teams to solve complex business problems.** By doing so, I hope to contribute to the growth and success of our department and the company as a whole.

一直需要保持的品质是，**No matter what stage I am at, the thing that I want to persistently pursue is that** I want to become a **subject matter expert** 专业领域专家 in data analysis within our industry to **gain hands-on domain knowledge**. I'm committed to continuously honing my technical skills, **staying updated with the latest data analysis tools and techniques**, and applying this knowledge to drive meaningful insights for our organization. Furthermore, I aim to **make a measurable impact on our company's data-driven decision-making processes.** I want to be known for my ability to **translate data into actionable insights that lead to improved strategies**, increased efficiency, and a competitive advantage in the marketplace.

4. **What is your biggest weakness?**

Red flag: General/cliché (hard worker, perfectionist), no weakness, weakness crucial for the job, overly self-critical, without a solution

Approach:

- What is your weakness

- Demonstrating self-awareness.

- Weakness = learning opportunities

- Efforts made and improvement achieved.

Example 1（不是最好的例子）：

One of my biggest weaknesses as a data analyst has been my tendency to get overly focused on details. While attention to detail is crucial in this field, I've sometimes found myself spending too much time on minor aspects of a project, **which can slow down the overall progress.** For instance, in a recent project, I spent an excessive amount of time **cleaning and organizing data**, which delayed the analysis phase.线下数据质量很差，花很长的时间清洗数据，其实不必纠结于几家店铺的数据available，因为太micro层面的数据不会影响到整体的overall。It wouldn't deviate much from our final results.

To address this, I've been working on improving my **time management skills** and setting clear priorities. I now create a **project plan** that allocates time for each stage of the analysis process, including data preparation. Additionally, I've learned to **delegate certain tasks** to team members when appropriate, which has allowed me to focus on the most critical aspects of a project.

Example 2:

I would say that **I sometimes feel uncomfortable when there's a lot of ambiguity in my work in the past**. As a data analyst, I thrive on structure and clear objectives. I like to have well-defined goals and a solid understanding of the problem at hand before diving in.

However, I'm aware that ambiguity is often part of the job, especially when dealing with complex data sets or tackling new projects. I recognize that this discomfort with ambiguity can sometimes **slow me down or lead to overanalyzing things**. To address this weakness, **I've been working on improving my ability to embrace uncertainty and adapt more readily to changing circumstances.**

One strategy I've found effective is to break down complex problems into smaller, more manageable tasks. This allows me to make progress even when the overall picture is unclear. **Additionally, I've been seeking mentorship from more experienced colleagues <u>for clarification</u>, and I've been actively learning new techniques and tools to enhance my problem-solving skills.**

So, while it's a weakness I'm aware of, I'm committed to turning it into a strength and continuously improving my ability to handle ambiguity in my role as a data analyst.

Example 3:

My biggest weakness as a data analyst is that **I tend to take on too many tasks myself without effectively delegating to others**. I have a strong sense of ownership and responsibility for the work, which often leads me to believe that I can handle everything on my own. This sometimes results in **overloading myself with tasks and working overtime** to ensure everything gets completed to my standards. 用学校的例子，group project我总是take on the majority of parts and the most crucial parts。

To overcome this weakness, I've been actively working on improving my delegation skills. **I've started to assess each project's requirements, deadlines, and team members' strengths more thoroughly.** I now consciously **distribute tasks based on expertise and workload**, ensuring a more equitable distribution of responsibilities.

I've also been focusing on **effective communication, clearly articulating expectations, providing necessary resources, and regularly <u>checking in with</u> team members to offer support**. By gradually learning to trust the capabilities of my colleagues and empowering them to take ownership, **I've been able to reduce my workload, avoid burnout, and create a more collaborative and efficient work environment.**

While it's been a challenging area for me, I see it as an essential part of my professional growth as a data analyst.

Example 4:

I am always nervous when speaking and report to seniors.

5. **What is your strength?**

   Red flag：Over confident, Strength not related to work

   Approach:

   - Highlighting relevant strength.

   - How strength helps you in your work.

6. **Tell me about a time that you had a conflict with your colleague.**

   Red flag: Blaming others or avoiding conflict, passive aggressive, inability to self-reflect and learn, disregard for company culture, disagreement instead of conflict.

   Approach: (STAR)

   - Discuss the situation, your role, and how you proactively communicated with others and resolved the conflict positively.

   - Highlight your principles regarding to teamwork collaboration, and how to reach consensus and align goals.

   Example:

   Colleagues from the business team disagreed with postponing the launching of the new feature. They thought it would disappoint the customers because of unpunctuality. We should sacrifice punctuality for better quality in the long run.

   - Present Evidence and Data:
     Support your suggestions with
     concrete evidence and data whenever possible. Show how your proposed solution has worked in similar situations or provide examples of successful outcomes. Facts and figures can help strengthen your argument and make it more compelling.

- Active Listening:
  When discussing the conflict with your colleagues, practice active listening.
  Hear their perspectives, acknowledge their concerns, and show empathy. This will help build trust and **open the door for a constructive discussion** (**I believe our common goal was to make our products meet the needs of more people in the long run**).

- Find Common Ground and **Make in the Middle - Compromise - Come to Terms with the Fact that…**:
  Look for areas of agreement or shared goals among the teams.
  Emphasize the bigger picture and the common objectives everyone is working towards. Try to find a solution that can benefit all parties involved and address their respective concerns. 各退一步，从推迟2周变成推迟3天（**put off for 3 days**），上线后再慢慢optimize.

- Tailor Your Communication:
  Understand the preferences and communication styles of your colleagues. Some people respond better to visual aids, while others prefer detailed explanations.
  Adapt your communication style to effectively convey your suggestions and convince others. Be clear, concise, and persuasive in your arguments.

7. **Tell me about a time you had multiple tasks at the same time.**

   Red flag: Lack of Prioritization, overwhelming stress, incomplete tasks, lack of communication, not seeking assistance, inability to adapt.

   Approach:

   - Effective prioritization

   - Time management strategies

   - **Adaptability**

   - Effective communication

   - Delegation skills (if applicable)

- Successful task completion without sacrificing quality

- Learning and improvement

Example:

Prioritization: I immediately assessed the importance and urgency of each task. Client A's Quarterly Sales Report was the highest priority since **it directly impacted our client relationship.** The Internal Marketing Campaign Analysis came next, as it **affected our ongoing marketing efforts**. The research project, while important, had a more flexible timeline.

Goal Setting: For each task, I set clear goals and objectives. I outlined what specific analyses, data sources, and key insights were needed for the reports and research project.

Time Management: I created a detailed timeline for each project, breaking them down into smaller tasks. **For example,** I allocated the first three days primarily to Client A's report, ensuring I gathered all the necessary data and performed initial analyses. Then, I dedicated the next two days to the marketing campaign analysis and so on. I personally set the deadlines ahead of the scheduled deadline in order to make sure I **allocate enough time for double checking and reviewing for accuracy.**

Regular Review and Adaptation: Throughout the process, **I regularly reviewed my progress and adjusted my schedule when needed.** If I noticed I was ahead of schedule on one task, I would allocate more time to another to ensure all deadlines were met.

Communication: **I kept my team and supervisor informed of my progress and any potential challenges.** This open communication ensured that if issues did arise, we could collectively address them.

The Result: By following this approach, I successfully met all three deadlines. Client A was impressed with the Quarterly Sales Report, and it strengthened our client relationship. The marketing campaign analysis contributed to optimizing our marketing efforts, and we delivered clean data for the research project, earning praise from our university partners.

This experience taught me the importance of effective time management, clear goal setting, and prioritization when dealing with multiple deadlines as a

data analyst. It also reinforced the value of open communication with my team to navigate challenges effectively.

8. **When was the last time you made a mistake/failed a project/missed a deadline?**

Red flag: Denying failures, blaming others, refusing to take responsibility, procrastination, inability to manage time effectively, causing significant loss, lack of reflection, overly downplaying, not taking any corrective actions after

Approach: (STAR)

- Discuss a specific situation of a minor mistake/failure.

- Take responsibility and reflect on the situation.

- What have you done to fix the problem?

  - report to manager allows for quicker problem-solving which can limit any potential damage or costs associated with the error

- **How did you communicate with relevant stakeholders?**

  - synchronize the updates with stakeholders

- What you learned and how it contributed to your growth?

- Preventing future mistakes.

Example: pay much attention to details. report to the manager and synchronize to stakeholders in advance.

The report was delivered two days late, which initially caused frustration. However, the thoroughness and accuracy of my analysis provided valuable insights, ultimately aiding in a more targeted marketing strategy.

This experience taught me valuable lessons in time management on how to better assess the scope of work and allocate sufficient time for each phase of the project. I also improved my communication skills, **ensuring I keep all stakeholders updated on progress and potential delays.**

Since then, I've implemented a more rigorous project management approach, utilizing tools for better tracking and alerts for upcoming deadlines. This has

significantly improved my efficiency and reliability in delivering reports on time.

9. **What is your proficiency in SQL/Python...?**

   Red flag: Exaggeration and over confidence, vague responses, over modesty

   Approach:

   - Accurate self-assessment with concrete example highlighting notable contributions.
   - Mention areas where you are actively working to improve your proficiency.
   - Express your willingness and ability to adapt to new challenges.
   - Mention relevant certifications, courses or training experiences.

10. **Talk about a time when you had to work closely with someone whose personality was very different from yours.**

    Red flag: negative attitude, blaming others, lack of adaptability

    Approach: (STAR)

    - **Positive attitude emphasizing the value of diversity and different perspectives.**
    - Acknowledge the differences to show self-awareness.
    - Showcase your communication skills and interpersonal skills in bridging gaps
    - Mutual respect and **finding common ground & shared goals** with others
    - Team collaboration
    - Actively listening and understanding

    Example:

Situation: I was assigned to a project team tasked with optimizing our e-commerce platform's user experience. One of my main collaborators was the **project lead**, Jake, whose personality differed significantly from mine. Jake was highly extroverted, fast-paced, and **often made decisions based on gut feelings**, whereas I am naturally detail-oriented, and rely heavily on data-driven decision-making.

Task: Our objective was to **analyze user behavior data to identify patterns and areas for improvement.** While my role was to delve deep into the data, Jake's role was to coordinate between various teams and make swift decisions based on our findings.

Action:

- **Adaptation of Working Style: I took the initiative to occasionally engage in more informal, brainstorming sessions**, which Jake preferred, to balance our working styles.

- **Active Listening & Find Common Ground:** This will help build trust and **open the door for a constructive discussion.** Look for areas of agreement or shared goals among the teams. **Emphasize the bigger picture and the common objectives everyone is working towards.** Highlight how your suggestions can benefit all parties involved and address their respective concerns.

- **Open Communication: We established a routine where I would provide quick daily updates, which allowed for immediate feedback and kept both of us on the same page.**

- **Tailor Your Communication:** Understand the preferences and communication styles of your colleagues. Some people respond better to **visual aids**, while others prefer detailed explanations. **Adapt my communication style to effectively convey my views.**

Result: This approach proved to be highly effective. Our collaboration led to the identification of key user experience issues, and the changes implemented resulted in a **30% increase in customer satisfaction** and a **15% increase in site engagement.**

Learning: This experience taught me **the value of adaptability and effective communication in a team setting**. I learned that by stepping out of my comfort

zone and embracing different working styles, I could contribute to a more dynamic and successful team environment. **It also highlighted the importance of presenting data in a way that is accessible and engaging for different personalities.**

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

Red flags: blaming or complaining, lack of proactiveness, ignorance, ineffective communication

Approach: (STAR)

- What was the situation, what kind of information did you need?

- Why was the person not responsive?

- How did you take the initiative to address the challenge?

- Any alternative communication channels (email, DM, phone call, in-person)

- Emphasize the **clarity** of your messages to make it easier for the person to respond.

- How did you set clear expectations regarding the information needed to and the deadline?

- Any follow-up strategies? Such as reminders?

- Any collaborative efforts made to address the barriers?

- Mention positive outcome and lesson learned.

Example:

I was responsible for compiling a comprehensive report on customer satisfaction metrics. The critical piece of information I needed was customer feedback data, which was managed by our **Customer Service Manager**, Jane.

Jane was known for being extremely busy and often overwhelmed with her responsibilities, leading to delayed responses to emails and messages. 实习生

没有priority.

I started by sending a **clear, concise** email outlining the specific data I needed and why it was crucial for my analysis. When I didn't receive a response, I **followed up** **with a direct message on our company's internal chat platform**, highlighting the urgency. In my communications, I was careful to be clear and specific about the data I needed, the format it should be in, and the deadline, which was set considering our project timeline. **I emphasized how this data was instrumental in driving key business decisions.**

After a few days without a response, I decided to give her a phone call to discuss the data requirements. During our call, **I discovered that Jane was not only overwhelmed but also unsure about how to extract the specific data I needed.**

To address this barrier, I proposed a **collaborative approach**. I offered to work alongside her or a member of her team to **extract the necessary data**. This not only **eased her burden but also ensured I received the exact data needed.** We scheduled a time, and I guided her team through the data extraction process, which turned out to be a great learning opportunity for them.

12. **Describe a challenging team project and your role in it.**

Red Flags: Taking all the credit or blaming the team.

Approach:

- Clear project overview

- Your specific role

- Challenges or obstacles encountered

- Emphasize communication, collaboration and teamwork

- Discuss any conflicts and solutions if applicable

- How did you adapt to unexpected changes or setbacks

- Positive outcomes and lesson learned

Example: Class project

- My role in this project was multifaceted:

  - **Project Coordinator:** I organized team meetings, set deadlines, and ensured that all team members were on track with their assigned tasks.

  - **Lead Programmer:** I took on the primary responsibility for coding. I created a repository on Github for documentation and synchronizing.

- The challenge part for this project was the project scope and expectations were very vague. We addressed this concern by asking the clarification questions.

13. **How do you handle constructive criticism?**

Red Flags: Defensiveness and resistance, fail to learn, ignorance, blaming others

Approach:

- (STAR) Give specific example, be honest with the criticism

- Acknowledge the importance of constructive criticism.

- Actively listening, self-reflection and thankfulness

- Actionable steps to address the feedback

- Maintain professional to indicate emotional intelligence and resilience

- Convey a mindset of continuous improvement and actively seeking feedback

Example: didn't have a clear picture of the project

As a data analyst, I understand that receiving constructive criticism is a crucial part of my professional growth and ensuring the quality of my work. When faced with a situation where my deliverable was not aligned with expectations, I approach it in a **structured manner**.

Firstly, I actively listen to the feedback <u>without taking it personally</u>. This helps me understand the specific areas where the deliverable did not meet

expectations.

Acknowledging and Reflecting: I acknowledged the feedback and reflected on my approach to understand the gaps. **This reflection helped me see where my analysis diverged from what was expected.**

After understanding the feedback, I seek clarification on any points that are unclear to ensure I fully grasp the concerns. I then critically assess my work, aligning my findings with the feedback received. This often involves going back to the data to reanalyze or expand my analysis considering the new inputs.

Seeking Guidance and Collaborating: I discussed with the stakeholder to gain deeper insights into their expectations. This helped me align my approach more closely with their needs. Collaboration at this stage was crucial to ensure that the revised deliverable would be on target.

Throughout this process, I remain open to ongoing feedback to ensure that my revised deliverable meets or exceeds expectations. I also reflect on this experience to learn and improve my approach to future projects.

14. **Tell me about a time you had to learn a new skill quickly.**

Red Flags:

irrelevant skill, resistance or reluctance to learn, lack of initiative, overemphasis on difficulty.

Approach: (STAR)

- Emphasize the situation where you took initiative to identify and learn a new skill

- Demonstrate **a rapid learning curve**

- Showcase a positive attitude

- How did you apply the new skill to achieve positive outcomes?

- Mention any collaboration with your colleagues

- Time-management skills, adaptability and **continuous learning mindset**

- Highlight positive results or achievements

Example: Tableau dashboards

15. **Describe a time you demonstrated creativity in problem-solving.**

Red Flags:

Lack of creativity or relying solely on standard solutions, Lack of specific example, Exaggeration

Approach: (STAR)

- Provide a specific context explaining the problem, its significance, any constraints

- How did you identify and analyze the problem?

- What kind of creative approach did you implement?

- Highlight your adaptability, flexibility and innovative mindset

- Mention any collaboration if applicable

- Emphasize the positive outcomes of your creative problem-solving

Example: optimization

Situation

In my previous role as a data analyst, **one of the recurring tasks was generating weekly reports that involved extensive data collection, cleaning, and visualization.** This process was originally done entirely in Excel, which was not only time-consuming but also prone to human error, leading to inefficiencies and inaccuracies in our reporting.

Task

My goal was to streamline the weekly report generation process to improve efficiency and accuracy. I recognized that automating repetitive tasks and utilizing more advanced tools for data visualization **could significantly enhance our workflow and output quality.**

Action

To address this, I decided to leverage my Python programming skills for the data cleaning and processing part and use Tableau for dynamic and

interactive data visualization. I started by writing Python scripts to automatically extract the necessary data from our databases and perform all the necessary cleaning and transformation tasks that were previously done manually in Excel. This included removing duplicates, correcting inconsistencies, and formatting the data for analysis.

After processing the data, **I developed a series of Tableau dashboards that presented the information in a more interactive and visually appealing way compared to the static Excel charts we used before.** These dashboards allowed users to **filter and drill down into specific data points**, making the reports much more useful for decision-making.

To ensure the solution was user-friendly and could be managed by the team without extensive technical expertise, **I documented the entire process and provided training sessions on how to operate the Python scripts and interact with the Tableau dashboards.**

Result

The automation of the weekly report generation process led to a significant reduction in time and effort required to produce the reports—from several hours to just a few minutes each week. Moreover, the accuracy of the reports improved due to the reduced risk of human error in data handling. The Tableau dashboards were particularly well-received, as they provided deeper insights through interactive visualizations, which supported more informed decision-making. This initiative not only enhanced the efficiency of our reporting process but also demonstrated how creative problem-solving and leveraging technology can lead to substantial improvements in operational performance.

16. **Tell me about a time you had to deal with ambiguity or uncertainty.**

    Red Flags:

    Dodge the question, frustration, negative tone, blaming others, working without clarification

    Approach:

    - Clearly describe the situation, including the uncertainty involved

- Steps you took to navigate the ambiguity, gather information and make decisions

- Emphasizing your proactive communication, adaptability and team collaboration

- Highlight positive outcomes and reflect on lesson learned

Example:

I would say that **I sometimes feel uncomfortable when there's a lot of ambiguity in my work in the past**. As a data analyst, I thrive on structure and clear objectives. I like to have well-defined goals and a solid understanding of the problem at hand before diving in.

However, I'm aware that ambiguity is often part of the job, especially when dealing with complex data sets or tackling new projects. I recognize that this discomfort with ambiguity can sometimes **slow me down or lead to overanalyzing things**. To address this weakness, **I've been working on improving my ability to embrace uncertainty and adapt more readily to changing circumstances.**

One strategy I've found effective is to break down complex problems into smaller, more manageable tasks. This allows me to make progress even when the overall picture is unclear. **Additionally, I've been seeking mentorship from more experienced colleagues for clarification, and I've been actively learning new techniques and tools to enhance my problem-solving skills.**

So, while it's a weakness I'm aware of, I'm committed to turning it into a strength and continuously improving my ability to handle ambiguity in my role as a data analyst.

17. **How do you handle disagreements with your supervisor?**

Red Flags: avoid conflicts, easy to yield, being disrespectful, lack of communication, blaming supervisor entirely, inflexibility

Approach:

- Emphasize your commitment to maintaining a professional and respectful demeanor during disagreements.

- Highlight your ability to communicate and express your viewpoints clearly

- Actively listening to your supervisor's perspective and seeking to understand their viewpoint

- Express your ability to provide constructive criticism and feedback in a way that is solution-oriented.

- Seeking common ground or compromise

- Maintain positive relationships and proactively prevent conflicts or misunderstanding.

- What you learned from disagreements?

Example: 需要我做一个comprehensive analysis containing all online data sources但是我觉得时间不够，就propose for the first version, only contain main sources并把剩下的工作留到之后再做。

In a recent project, my supervisor asked me to conduct a comprehensive analysis **using all available online data sources**. After reviewing the project requirements, I realized that gathering data from every source **within the given timeframe was not feasible**.

I approached this disagreement by first acknowledging my supervisor's perspective, understanding the importance of a thorough analysis.

Then, I **prepared a concise proposal outlining my concerns about the time constraints**. In the proposal, I suggested focusing on the main sources for the first version of the analysis. **This approach would allow us to meet the deadline while still providing valuable insights.** I also proposed a plan for **iterative development, where we could gradually include additional sources in future versions.**

I presented this alternative solution to my supervisor, **emphasizing how it aligned with our goals of delivering quality work on time**. I also highlighted the benefits of an iterative approach, such as the ability to adapt and refine our analysis based on initial findings.

My supervisor appreciated my proactive and solution-oriented approach and agreed to my proposal. This experience demonstrated my ability to effectively

communicate my concerns, propose practical solutions, and work collaboratively to resolve disagreements in a professional manner."

- **Escalating When Necessary:** If the disagreement was fundamental and we couldn't reach a consensus, I would consider escalating the matter to a higher authority or a neutral third party within the organization for mediation, but only **as a last resort**.

18. **How do you ensure attention to detail in your work?**

Red Flags: overlook mistakes, rush through tasks, lack of organization, ignoring feedback, ignoring deadline

Approach: (STAR)

- Thoroughly review your work before completion

- Mention any **checklists** and **tools** used to validate details

  - data validation tools in spreadsheets manually, code linters in programming automatically

- Double check critical aspects to catch any oversights

- Peer review and collaboration

- Learning from mistakes

- Express that you prioritize accuracy over speed

19. **Can you share a story about a time when you went above and beyond expectation?**

Red Flags: Vagueness, claiming sole credit

Approach: (STAR)

- A specific situation

- Highlight the initiative you took

- What's the original target and how did you go beyond it?

- Explain the positive impact of your actions

Example: optimization

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My goal was to streamline the weekly report generation process to improve efficiency and accuracy. I recognized that automating repetitive tasks and utilizing more advanced tools for data visualization **could significantly enhance our workflow and output quality.**

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After processing the data, **I developed a series of Tableau dashboards that presented the information in a more interactive and visually appealing way compared to the static Excel charts we used before.** These dashboards allowed users to **filter and drill down into specific data points**, making the reports much more useful for decision-making.

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20. **Describe a situation where you had to handle sensitive or confidential data.**

    Red Flags: Mishandle, downplaying

    Approach:

    - Emphasize your understanding of the importance and respect for privacy

    - Adherence to policies - Describe the measures you took to adhere to company policies and any relevant laws or regulations

    - Explain how you handled the situation without compromising data security

    Example: **underage** user's behavioral data

    - **Strict Adherence to Data Privacy Laws and Policies:** First and foremost, I ensured full compliance with all relevant data privacy laws and the company's internal data handling policies. This involved **anonymizing data** where possible and securing data transfer and storage.

    - **Transparency and Reporting:** Throughout the project, **I maintained transparency with my supervisors about how the data was being used and safeguarded.** Any anomalies or potential breaches were immediately reported, though thankfully there were none.

    - **Deletion and Disposal Post-Project:** After the project was completed, I made sure that all copies of the sensitive data were securely deleted or disposed of according to company policy and legal requirements.

21. **Share a situation where you had to balance your personal values with workplace expectations.**

Red Flags: completely abandoning personal values, unethical behavior or violation of law, inability to find a middle ground

Approach:

- Adaptability - your ability to navigate different perspectives and find solutions that align with both your personal values and workplace expectations.

- How did you approach the situation ethically, even if it meant challenging certain expectations

- Highlight positive outcomes or improvements.

Example: 可以和data privacy用一个例子。

In my previous role as a data analyst, I encountered a situation where the sales team wanted to use **underage customer data in a way that I felt was not fully transparent.** They intended to analyze purchasing patterns to **aggressively target customers** who were deemed vulnerable to certain sales tactics. While this was potentially profitable and could help my company to make data driven decisions, **it conflicted with my personal values regarding consumer privacy and ethical use of data.**

- **Voicing Concerns Respectfully:** I first raised my concerns with the project lead, explaining why I felt uncomfortable with the approach. I made it clear that **my reservations were about the ethical implications.**

- **Offering Alternatives:** To **contribute constructively**, I proposed alternative approaches to use the data. These alternatives were designed to respect consumer privacy while still providing valuable insights to the sales team. For example, instead of targeting vulnerable customers, we could identify **general trends and preferences to improve product offerings for a broader customer base.**

- **Balancing Values with Professional Duties:** While I stood firm on my ethical stance, I remained open to dialogue and **collaborative problem-solving**. I understood the importance of aligning with business objectives but also believed in maintaining ethical standards in data handling.

- **Outcome and Resolution:** Eventually, the team **adopted a modified approach that balanced the sales goals with more ethical data practices.**

- **Takeaways:** This experience was a lesson in the importance of **ethical diligence** in data analytics and reaffirmed my belief in the **power of respectful communication and problem-solving in the workplace.** It illustrates the importance of maintaining **professional integrity** while being open to collaboration and dialogue. It shows a commitment to ethical standards, the ability to propose constructive solutions, and the capability to navigate complex professional situations diplomatically.

22. **Tell me about a time when you didn't have enough data to make the right decision. What did you do? What path did you take? Did the decision turn out to be the correct one?**

Red Flags: blaming others or external factors, unwilling to take responsibility, failure to learn/reflect, making decisions without attempting to gather relevant information.

Approach: (Amazon Leadership Principle - **Are right, a lot**)

- Acknowledge the lack of data, showing honesty and self-awareness.

- Describe the proactive steps you took to **gather relevant information.**

- Explain the factors and considerations that influenced your decision in the absence of data.

- Summarize the outcome of your decision and lessons learned.

Example 1:

可以和disagree with supervisor用一个例子，或者用AB test，产品迭代很快，AB 实验没有收集到足够的数据就得下结论 - 结合用户历史数据 + conduct customer surveys。

There was a time in my previous role as a data analyst when we were conducting an A/B test for a rapidly iterating product. The challenge was that we needed to make a decision quickly, but the A/B test hadn't collected enough data to provide a clear direction.

- **Acknowledging the Data Limitation:** First, I recognized and communicated the limitation of our data. **It was important for the stakeholders to understand that any decision would have to be made with incomplete information, which inherently carries a higher risk.**

- **Gathering Supplementary Data:** To compensate for the lack of direct historical data, I looked for indirect indicators and proxy data. This included analyzing trends in similar markets, **customer surveys**, and competitor analysis. Although not directly related to our product, this data provided some context and insights.

  - I proposed conducting customer surveys. These surveys were designed to gather direct feedback about the specific features being tested. The responses gave us a qualitative perspective, complementing the quantitative data we were gathering from the A/B test.

  - I suggested implementing a reverse test. This involved temporarily rolling back certain changes for a subset of users to observe any variations in their engagement and satisfaction. The reverse test provided a counterpoint to our original A/B test, offering a broader understanding of user preferences.

- **Making a Recommendation with Caveats:** Based on this comprehensive analysis, I made a recommendation, but I clearly outlined the assumptions and the uncertainties involved. I emphasized that this decision would require **regular review and adjustment**.

- **Outcome and Iterative Adjustments:** The decision was to launch the product line but **start with a limited release to gather more specific data.** Although initial sales were not as high as the optimistic scenario had predicted, they were within the expected range of our projections. We used the sales data from the limited release to refine our strategy for the wider launch.

  - **Post-launch, we continued to monitor user engagement and feedback**, using the new data to iterate and refine the product. The decision turned out to be effective, as we observed positive user engagement metrics and received favorable feedback.

- **Reflecting and Learning:** This experience reinforced the **importance of flexibility and adaptability in decision-making**, especially when working with incomplete data. It was a valuable lesson in using a mix of quantitative and qualitative approaches to inform decisions under uncertainty.

Example 2:

In one of my experiences within the data science team, incomplete data sources during the initial phases of a project were quite common. These issues often **resulted in delays and hindered progress.** I too faced a similar situation where the data sources and features were incomplete. However, I adopted several strategies to ensure the project continued smoothly.

Firstly, I made it a point not to let anything stall my progress. I firmly believed that lack of complete data shouldn't hinder the project. ***Instead of waiting for the complete dataset, I leveraged existing sample data and pre-built the model framework and pipeline.*** This allowed me to make efficient use of my time and ensure that progress wasn't halted due to incomplete data.

Secondly, I maintained proactive communication. Data was often something that needed to be **nudged along. I ensured that my data needs were communicated consistently to the relevant teams. Instead of simply communicating and synchronizing my data needs**, I made sure that I approached them with **a well-formed solution architecture in place**. I held several meetings with the engineering team **after setting up the model pipeline, presenting my existing solution, and outlining the specific data requirements. I understood that simply asking for data without a clear plan wouldn't yield effective results.**

Lastly, I embraced a continuous learning mindset. Whenever I faced data-related challenges, I made it a habit to openly discuss these issues during team stand-ups and project reviews. I sought guidance from experienced colleagues and asked for potential solutions. **This collaborative approach not only provided me with new insights but also demonstrated my willingness to learn and adapt.**

In conclusion, the key takeaway from this experience was that a lack of complete data should never be an excuse to halt a project's progress. By being proactive, communicative, and open to learning, I was able to **navigate through** the challenges posed by incomplete data sources and ensure the project's successful continuation.

23. **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?**

Red Flags:

fail to mitigate risks, inability to learn from the situation, ignore quality

Approach: (Amazon Leadership Principle – Bias for action)

- Describe the calculated risk, emphasize the importance of speed

- Discuss specific steps you took to mitigate potential risks

- Summarize the outcome of the situation and reflect on what was learned

- Demonstrate a willingness to learn and adapt by discussing any changes you would make

Example: 和上一题目同样的例子。

24. **Give me an example of when you were able to anticipate a customer need with a solution/product they didn't know they needed/wanted yet. How did you know they needed this? How did they respond?**

Red Flags: lack of customer-centric focus, making claims without concrete evidence of understanding customer needs

Approach: (Amazon Leadership Principle – Customer Obsession)

- Explain the situation and your task

- Showcase a deep understanding of the customer's pain points/preferences and challenges

- Use data or feedback channels to support your understanding and solution

- Highlight positive feedback or outcomes

Example: 说腾讯游戏有关的例子，但不需要像下面这么具体，可以说interface这样的小改动。

Situation: After analyzing **user data and feedback for a popular mobile game**, I noticed a trend where many players were dropping off at a certain level. Despite this, there was minimal direct feedback about this issue. Players simply stopped playing the game, leading to a decline in user engagement and retention.

Anticipating Customer Need: Realizing that players might be experiencing frustration or boredom at this specific level, I **hypothesized that** the game lacked sufficient motivational elements to encourage continued play. **Players did not explicitly express this need**, but the data suggested a latent dissatisfaction.

Solution: I proposed the introduction of a new feature: mini-challenges with rewards within the level. These challenges were designed to be short, achievable goals providing instant gratification and a sense of accomplishment, thus motivating players to continue playing.

Implementation: To validate this hypothesis, we implemented a small-scale A/B test:

- **Group A** continued with the original game version.

- **Group B** received the version with the new mini-challenges.

Outcome: The data from the A/B test showed a significant increase in engagement and level completion rates in Group B. Player feedback gathered through in-game surveys revealed that these players found the mini-

challenges exciting and rewarding, which enhanced their overall game experience.

Reflection: This example demonstrates **the importance of understanding user behavior and being proactive in addressing potential issues.** By anticipating the players' needs and testing solutions, I was able to enhance the game's engagement and provide a better user experience. The key takeaway is that sometimes, the most valuable insights come from interpreting user behavior and data, rather than direct feedback.

25. **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?**

Red Flags: missing the deadline, sacrificing critical aspects, negative impact on deliverables，lack of collaboration

Approach: (Amazon Leadership Principle – Deliver Results).

- Explain the situation, your task and how tight the deadline was.

- Show your commitment to meeting deadlines and delivering results.

- Discuss strategic sacrifices made, ensuring they did not compromise the core objectives.

- Highlight the successful delivery of the project and any positive outcomes achieved.

26. **Tell me about a time when you were trying to understand a complex problem on your team and you had to dig into the details to figure it out. Who did you talk with or where did you have to look to find the most valuable information? How did you use that information to help solve the problem?**

Red Flags: lack of detail exploration to understand the problem, ineffectiveness in identifying and collaborating with the right sources of information

Approach: (Amazon Leadership Principle – Dive Deep)

- Emphasize the depth of your exploration and investigation into the problem.
- Highlight collaboration with team members or experts to gather valuable information.
- How the gathered information contributed to solving the problem.

27. **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?**

Red Flags: poor communication, lack of adaptability, unresolved concerns, fail to earn trust，straggle to communicate.

Approach: (Amazon Leadership Principle – Earn Trust)

- Proactive communication about the change and the reasons behind it.
- Actively listening to concerns, adapting the plan as needed, and address issues.
- Discuss strategies used to handle resistance and earn trust, fostering a positive attitude.
- Positive outcomes resulting from effective communication.

Example:

As a data analyst at my previous organization, I was **tasked with transitioning our team from using Excel to Tableau as our main visualization tools.** I anticipated resistance because Excel was deeply ingrained in our daily operations.

First, I organized a meeting to communicate the change. I started by acknowledging the team's comfort and expertise with Excel, and then **presented the benefits of Tableau**, such as its advanced data visualization

capabilities and efficiency in handling large datasets. I also provided examples of how Tableau had benefited similar organizations.

To understand and address concerns, I conducted a survey to gather feedback. Many team members were **worried about the learning curve**. In response, I **arranged for a series of Tableau training sessions and provided resources for self-learning.** Assured it was easy to get started.

During the transition, I kept an open-door policy for questions and concerns. When resistance occurred, I listened empathetically and provided additional support or training where needed. I regularly collected feedback and made adjustments, such as extending the transition period and offering more advanced training for those who were interested.

To ensure everyone was comfortable with the change, **I initiated weekly check-ins to discuss progress and address any issues.** Gradually, the team started to appreciate the capabilities of Tableau, especially after they saw how it enhanced their work efficiency and data presentation.

In the end, the transition was successful. The team not only adapted to Tableau but also started exploring its advanced features, which were previously not possible with Excel. **This experience taught me the importance of effective communication, empathy, and continuous support in managing change within a team.**

28. **Tell me about a time when you had to make tradeoffs between quality and cost. How did you weigh the options? What was the result? Would you have done anything differently?**

Red Flags: ignoring quality or cost without considering the other, inability to reflect

Approach: (Amazon Leadership Principle – Frugality)

- Emphasize the importance of balancing quality and cost considerations.

- Discuss tradeoffs made strategically, considering the context and project requirements.

- Reflect on the results and discuss lessons learned or improvements for the future.

29. **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?**

Red Flags: poor collaboration, disregarding other's thoughts without valid reasons

Approach: (Amazon Leadership Principle - Have a Backbone; Disagree and Commit)

- Emphasize the importance of collaboration and considering diverse perspectives.
- Highlight the commitment to the team's goals and the greater good.
- Discuss whether you would make the same decision and provide reasons for any changes based on learning or experience.

30. **Tell me something you are not satisfied with your school.**

Red Flags:

Vague or general responses

Overly negative and critical manner (complaining) without constructive feedback

Lack of Personal Growth or Initiative

Approach:

- Compliment before criticism, balance your response by acknowledging positive aspects of your school.
- Focusing on specific areas that could be improved rather than solely on negative aspects.
- Discuss any initiatives or actions you have taken to address the dissatisfaction or contribute to positive changes.
- Highlight how the experience has contributed to your personal growth, adaptability, or resilience.

Example: consult for advisor for more advice

31. **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?**

Red Flags: Inaction (didn't take proactive steps), negative impact, lack of reflection

Approach: (Amazon Leadership Principle - Insist on the Highest Standards)

- Explain the situation and the reason of your unsatisfaction.

- Discuss proactive steps taken to improve or change the status quo.

- Highlight positive outcomes resulting from the changes.

- Express a commitment to continuous improvement, reflecting on what could be done differently in the future.

Example: streamline the process of weekly report

One of the most successful experiences

what motivates you