QA Interview Pack – Mingtao Zhang

# Tell me about yourself.

Certainly. I’ve been with bet365 for over a decade, progressing through roles from frontline Customer Service Advisor to my current position as Customer Service Deputy Manager. Throughout that journey, I’ve consistently focused on using data analysis, operational insight, and structured development processes to improve service quality and team performance.

For example, I led the overhaul of the Asian Knowledgebase, transforming it from a disorganized archive into a strategic tool used daily by agents and trainers. I also created several database and dashboards that tracks performance trends and links them directly to team development and decision making . These kinds of initiatives have allowed me to support not only my own team, but also cross-functional groups like the Instruction Team and the CRM Team.

What motivates me most is building systems and coaching frameworks that make quality measurable, scalable, and actionable — and helping others grow through that process. I see Quality Assurance as more than review and scorekeeping — it's about driving smarter service and better outcomes for customers and the business.

# Why do you want to apply for this role?

I’m excited about this Quality Assurance Deputy Manager role because it’s a natural extension of the work I’m already doing — but with the opportunity to influence quality at a wider, more strategic scale. Over the years, I’ve built and implemented tools that help teams target the root causes of underperformance. I’ve supported supervisors through coaching challenges, helped improve external systems like the merchant site, and used complaint data to drive service refinement across departments.

This role gives me the chance to bring that experience into a more formal leadership position within Quality Assurance — where I can shape frameworks, guide cross-location standards, and drive continuous improvement through data and collaboration. I’m passionate about service excellence and believe QA is where customer-centric culture becomes measurable, repeatable, and scalable — and I want to help lead that process.

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# Tell me about a time you developed a team member who was struggling.

**S**ituation:  
A new advisor joined my team and quickly became a concern for the team supervisor due to a high number of low-quality customer contacts. Our internal contact reviews use a scoring framework based on several criteria — such as compliance, investigation, resolution, and communication — with a defined scoring system that identifies poor performance needing immediate action.

**T**ask:  
The advisor was frequently scoring in the low-quality range and was also quite defensive during feedback sessions. My goal was to support the supervisor in addressing the issue constructively, while helping both the advisor improve and the supervisor grow in her leadership role.

**A**ction:  
I first audited several of the advisor’s reviewed contacts to confirm that the scoring was fair and aligned with our quality measurement standards. I then helped the supervisor structure a one-on-one investigation where she carefully listened to the advisor’s perspective. We identified root causes — including the advisor’s over-reliance on personal memory and independent investigation rather than consulting team leader or peers. He had strong logic and a willingness to improve, but lacked knowledge and procedural discipline.

Together, we developed a clear action plan:

* Immediate behavioral correction in critical areas (e.g., no more giving inaccurate information)
* Focused knowledge improvement goals
* Clarified expectations around teamwork and resource use
* Positive reinforcement of his strengths (logic, self-drive)

We set a clear line between behaviors that must stop immediately and those that could be developed over time.

**R**esult:  
Through continuous coaching cycles, the advisor improved significantly and eventually passed his Band B sign-off as a Senior Advisor. He even began contributing suggestions to enhance customer service. The supervisor also gained invaluable experience in handling challenging team dynamics and leading structured development — a win for both individuals and the team.

You can apply this answer to questions like:

* "Tell me about a time you coached someone underperforming."
* "Describe how you handled a difficult personality on your team."
* "What’s an example of turning a challenge into a success?"

# Tell me about a project you led that improved a key process or system.

**S**ituation:  
I was assigned to manage the Asian Knowledgebase, which had over 400 outdated, redundant, and poorly structured articles. It lacked consistency and reliability, making it difficult for agents to find accurate information — which affected both customer service quality and training efficiency.

**T**ask:  
My goal was to transform the Knowledgebase into a clear, up-to-date, and user-friendly resource that could support frontline agents in real time and be fully utilized by trainers — essentially turning it into a critical operational tool.

**A**ction:  
I developed a detailed transformation plan. First, I created a standard for article quality, including rules for content relevance, structure, tone, layout. I then audited the entire Knowledgebase, tagging each article for removal, rewriting, or retention, and ranked rewrites by operational priority.

Working with one of my supervisors, we archived outdated content, rewrote high-impact articles, and added missing procedures. I also created a homepage with clearly organized article trees by topic (e.g., Payments, Verification), which made navigation intuitive. Importantly, I set up a feedback loop with frontline agents and supervisors to continuously update and improve content based on real-world usage.

**R**esult:  
Over time, the Asian Knowledgebase evolved into a trusted, daily-used resource — actively used by agents during live contacts, by supervisors for coaching, and by trainers for onboarding. It became a foundational part of our team’s operational infrastructure, significantly improving service accuracy and procedural compliance.

 "Tell me about a time you improved a key system or tool."

 "How do you approach large, long-term projects?"

 "Describe something you built or transformed that had a lasting impact."

 "How have you improved access to knowledge or procedural accuracy?"

# Tell me about a time you improved a system or tool used by your team.

**S**ituation:  
Our department regularly used a merchant site provided by a third-party payment provider to check transactions, monitor channel performance, and trace deposits. However, the tool lacked features that would improve efficiency and support frontline decision-making.

**T**ask:  
I was assigned to continuously improve the usability and functionality of the merchant site by gathering team feedback, proposing practical enhancements, and working with the provider to implement changes.

**A**ction:  
I began by creating a live spreadsheet to track all active and completed improvement requests and issues. This was reviewed regularly with my manager to provide transparency and oversight. I then met with all supervisors to gather feedback, understand their day-to-day challenges, and identify what changes would have the biggest operational impact.

Using this input, I designed structured change proposals and submitted them to the payment provider, ensuring each one was backed by clear business value. I also followed up regularly to clarify requirements, track progress, and relay feedback between our internal team and the provider.

For example, I led an enhancement to the **Payment Summary Page**, which supervisors used daily to monitor deposit channel performance. After collecting suggestions, I wrote a formal change request, secured management approval, and coordinated implementation with the provider.

**R**esult:  
Over time, the merchant site evolved into a much more powerful and user-friendly tool with enhanced reporting, better trace handling, and clearer performance insights. It now plays a critical role in daily operations and has significantly improved our ability to resolve payment issues quickly and proactively.

 "Tell me about a time you improved a tool or system."

 "How do you manage cross-functional collaboration?"

 "Describe a project where you worked with external vendors or stakeholders."

 "How have you driven continuous improvement in your department?"

# Tell me about a time you had to manage multiple priorities or cover for someone in a leadership position.

**S**ituation:  
Recently, I was tasked with covering a fellow Deputy Manager’s responsibilities during her one-month parental leave. This meant I needed to oversee a recruitment campaign, support the Instruction Team, lead a formal capability meeting for one of her staff, and continue my own team’s development activities.

**T**ask:  
My goal was to ensure all of her responsibilities were handled to the same standard — with no delays, quality issues, or unfinished business — while also maintaining performance in my core role.

**A**ction:  
I began by listing all the required tasks and prioritizing them by operational impact and deadlines. I identified the recruitment campaign as highest priority. I delegated interview slots evenly to supervisors, joined sessions with less experienced ones to guide them, and provided regular updates to the Recruitment Team.

In parallel, I stayed in close communication with the Instruction Team’s supervisor, ensuring that I was available for urgent decisions or escalations. For the formal capability meeting, I supported the supervisor by guiding the evidence gathering and ensuring their investigation addressed the core performance concerns. With structured preparation, the meeting ran smoothly and followed HR standards.

**R**esult:  
All tasks were completed successfully and on time. The recruitment campaign was a success, the Instruction Team had no service disruptions, and the performance issue was resolved through a structured and fair process. When the Deputy Manager returned, she expressed her appreciation that all her responsibilities had been handled smoothly — with no outstanding work left behind.

 “Tell me about a time you had to balance multiple priorities.”

 “How do you handle taking on additional responsibility?”

 “Have you ever covered for someone in a leadership role? How did you ensure continuity?”

 “How do you manage when you're pulled in different directions?”

# Tell me about a time you created a tool or system that improved performance management.

**S**ituation:  
In our department, team leaders conduct quarterly advisor assessments, known as bonus reviews, where they evaluate 30 random contacts using a structured QA form. Supporting documentation — such as PDPs, action plans, and meeting notes — was stored individually in each team member's folder, making it difficult for management to see broader trends or assess the effectiveness of development plans.

**T**ask:  
I was tasked with creating a centralized, easy-to-use solution that would consolidate team development documentation and enable better visibility and insight into performance patterns across the department.

**A**ction:  
I designed and built an Excel-based tool called the **Team Development Hub**. This hub allows supervisors to upload all team development documentation in one place, and tracks each advisor’s quarterly QA results. It automatically analyzes contact performance across core skill areas — such as investigation, resolution, soft skills, and compliance — showing the percentage of contacts that fall short in each category.

This enabled supervisors to prioritize development actions more effectively — for example, by focusing on investigation skills if that area consistently underperformed. The tool also gave managers a departmental view of weak performance areas, development efforts taken, and the impact of those interventions over time.

**R**esult:  
The Team Development Hub became an essential tool for both operational and strategic quality management. It helped supervisors create more targeted, data-backed PDPs, while managers could assess department-wide development patterns, allocate training resources accordingly, and support continuous improvement at scale.

 Have you built a tool or system that improved team development or quality oversight?"

 "How do you use data to influence performance improvement?"

 "Tell me about a process you redesigned for better visibility or efficiency."

 "What’s your experience with QA assessment frameworks?"

# Tell me about a time you used customer feedback data to improve service quality.

**S**ituation:  
To support continuous service improvement, our team conducts weekly complaint data analysis. We use complaint-to-contact ratio as a key KPI to measure service quality and examine complaint themes to guide operational or product changes.

**T**ask:  
My goal was to turn raw complaint data into actionable insights and give leadership a clear view of where service improvements were needed most — especially as new features and promotions were launched.

**A**ction:  
I collaborated with my manager to design a complaint analysis sheet that automated data transformation and created visual dashboards to show complaint volume, types, and trends over time.

When CRM launched several promotions, we noticed a spike in offer-related complaints. I drilled into the data, summarized the top complaint themes (such as vague T&Cs or inconsistent eligibility), and presented the findings to management. These insights were fed back to the relevant departments — who used them to improve promotional messaging and adjust product terms.

**R**esult:  
Following these feedback cycles, we saw a measurable decline in promotion-related complaints. The dashboard also gave leadership a real-time picture of service pain points, enabling faster, more targeted responses. This process became a standard part of our quality monitoring toolkit.

 “Tell me about how you’ve used customer feedback or complaints data.”

 “Have you ever designed a QA reporting tool or dashboard?”

 “How do you identify areas for operational improvement?”

 “What role does data play in your quality assurance approach?”

# What’s your biggest strength?

My biggest strength is my ability to turn data into meaningful, actionable improvements — whether that's through process redesign, team development, or quality assurance strategy. I don't just look at numbers; I look at patterns, root causes, and operational impact.

For example, when I noticed a rise in promotion-related complaints, I created a complaint analysis dashboard, identified key pain points, and presented findings that helped our CRM team adjust their campaigns. The result was a measurable drop in complaints.

That ability to interpret feedback, design solutions, and drive change — across teams — has helped me lead high-impact projects, improve customer experience, and support our wider quality goals.

# What’s your biggest weakness?

Earlier in my leadership journey, I had a tendency to take on too many tasks myself, especially during periods when I was covering for other managers. I wanted everything done to a high standard, and sometimes that meant I overloaded myself instead of delegating as effectively as I could have.

I’ve worked on this by building more trust through structured delegation. For example, during a recent parental leave cover, I delegated interviews to supervisors, joined only where needed, and supported investigations by guiding, not doing. It helped me manage multiple priorities without burnout — and it helped my supervisors grow, too.

I still care deeply about quality, but I’ve learned that effective leadership means enabling others, not just executing myself.

# Key STAR Stories

**1. Coaching a Challenging Advisor (Team Development)**

S: A new advisor was frequently receiving low-quality scores and was resistant to coaching. T: Help the supervisor address performance and improve the advisor’s behaviors and outcomes. A: Audited contact reviews, guided root cause investigation, coached supervisor to balance support and accountability. R: Advisor signed off as Senior Advisor; improved performance and team morale. Supervisor gained leadership confidence.

**2. Asian Knowledgebase Overhaul**

S: Inherited a messy, outdated knowledgebase with over 400 low-quality articles. T: Turn it into a reliable, searchable, up-to-date training and operational resource. A: Created quality standards, audited and categorized articles, rewrote high-priority content, built homepage navigation, and introduced feedback loops. R: KB became a daily-used tool for agents and trainers, improving accuracy and onboarding quality.

**3. Merchant Site Enhancement Project**

S: Payment provider's transaction site lacked functionality needed by frontline staff. T: Continuously improve usability by gathering requirements and managing external collaboration. A: Created live tracker, gathered feedback from supervisors, drafted structured change proposals, followed up with vendor and leadership. R: Merchant site gained new features and better usability, becoming a core tool in deposit issue resolution.

# Customized Behavioral Interview Answers

**How do you evaluate the effectiveness of a call center agent's performance?**

I use a combination of quantitative metrics (FCR, AHT, CSAT) and our internal quality scoring framework. I audit contact reviews and coach supervisors to ensure fair scoring and development plans. One success case was helping a struggling advisor improve and eventually pass Band B.

**Can you share a challenging quality issue and how you addressed it?**

A defensive advisor was underperforming. I coached the supervisor to investigate respectfully, uncovered root issues (self-reliance on notes, inaccurate info), and implemented a clear improvement plan. The advisor became a top performer.

**Can you describe a process improvement you initiated?**

I led the overhaul of the Asian Knowledgebase — creating quality guidelines, cleaning up outdated content, and implementing structured navigation and maintenance. It became an essential tool for support and training.

**What methods do you use to identify patterns in QA data?**

I use Excel dashboards and data analysis to track KPI trends. For example, I identified unrealistic deposit trace expectations through analysis and led a policy update that reduced contact volumes.

**Describe your experience with root cause analysis.**

I use contact data, agent interviews, and feedback loops to understand behavioral and knowledge gaps. In one case, I diagnosed that poor performance was due to knowledge gaps and reluctance to ask for help.

**How do you improve external tools or systems used by your team?**

I improved a payment provider’s merchant site by gathering supervisor feedback, documenting structured requests, and working directly with the provider. The tool became significantly more powerful and usable.

**How do you ensure objectivity in QA reviews?**

We follow structured scoring guidelines. I regularly audit reviews, calibrate with supervisors, and focus on behaviors rather than agent identity.