**Tell me about yourself**

I am a professional project manager, with diverse X years’ experience in business and project development and management gained from different industries, holds the ambition and passion to lead and impact global business. I am also a hard-working, flexible team worker, with a diverse set of transferable skills that can contribute to this role in your team. For example , I’m an expert in xxx and holding the certificates of xxxx

My current role is RD project manager for MB middle size car development. I work with global and local cross-functional and sub-section teams, delivered the new C class project from building first vehicle to production, also continued supporting on GLC and E class from digital product to hardware component and overall vehicle development phase, and focus on product agile change management since this year, where I made significant contributions.

The position I’m applying is really attractive to me, not only because of this xxx, but also the match between the job responsibilities and my skills & interest. (research and understanding of this role and team) If I join your team, as a curious and hard-working person, I promise I will quickly learn and run in the role, be a supportive team member, bring my knowledge and skills, start contributing and making positive impact to deliver best products and service for customers.

**Why Amazon?**

I read Jeff Bezos’ 2020 letter to shareholder, and was deep impressed by Amazon’s value creation (to customer, employee, 3P seller, shareholder), the commitment to be world’s best employer, the care of climate, and the encourage for people to be different. All of those tell me that Amazon is a great company. I also appreciate Amazon’s culture of diversity and equality as well as LPs, which attracts people like me. So I’d like to be part of the great team on the amazing journey.

And I believe that Amazon will be an exciting place for me, where I will fit the atmosphere, work with lots of intelligent people on more projects, gain more experiences, develop skills quickly, and also contribute with my knowledge and passion to the future success of Amazon.

According to my research, xxxxxxxxxx. I am confident that I have the skills, qualities and experience to power your team (and excel in this role). I am a constant learner, with problem-solving mindset, flexible and willing to go extra miles. I will be a positive role for your team and for the company.

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Qs asked:

Give me an example when you had difficulty. How do you measure your success? What would you do different if you could?

Give me an example when you were innovative.

What is your biggest achievement in your career? What did you learn from that experience?

Tell me a time when you had tight timeline.

Tell me a story when you find root cause. Why no one noticed before? What would you do different if you go back?

Tell me a story when you had to work with other teams and you had conflict goals. How do you do to prevent it happen again in future.

# **Story: Ikea- sales strategy (customer obsession/earn trust/ deliver result**

S: While supporting McKinsey as PTA, I worked on a project for client IKEA. IKEA wanted to expand business by building showrooms and open online shopping website, and hired McKinsey to research if should invest on this new strategy.

T: Our hypothesis was yes. My task was to test it.

A: 1) I analyzed real estate sales data on unit sales price, sales amount, sales area of over 100 Chinese cities in past 5 years. The trend was increasing. 2) I also analyzed furniture and wood sales data in China in past 5 years, increasing. 3) I researched government policy on real estate. Government wanted to control the price, but the price was increasing. 4) I analyzed used furniture trading volume and sales amount, which was increasing in 4 big cities. Above beyond: 5) I on site visited competitors – Hay, HM Home, ZARA Home, to learn their showroom features. 6) I also tested online shopping website to provide feedback as user.

R: My positive conclusion with data and suggestions earned the trust from our clients and helped them make the right business strategy. As a result, Ikea’s annual sales increased 5% in the following FY, online sales continued increasing by 45% in following two FY.

# **Story: customer complain - satisfaction (customer/earn trust/ownership/deliver result/**

S: While supporting on global business mgmt. in previous company, I heard from sales coordinators that a key customer from northwest complained many times about our company’s products and service. Eventhough they didn’t mentioned the details, as I customer centric PM, I treated it as a high-sev issue, paid attention at the first glance and tried to mitigate the concern from customer asap.

T: I wanted to solve customers’ complaining and keep good customer relation.

A: I think the key factor of good relationship is trust. Customer trusts us when we provide good product and service. Trust became not firmed when there is sth wrong with the product or service. 1)I was new to that position and that business, but I studied the business and products quickly. 2)I collected and categorized all the complaining feedback, then immediately organized meeting with president, sales directors, product manager and engineering service manager to discuss the problems and solutions. I suggested and later organized our responsible sales director, product or service engineer, and the new president, to visit that customer, to apologize and listen, and help them solve the problem quickly. By doing that, customers felt being respected.

R: So overall, with my work, customer’s problem was solved. I maintained the trustful relationship, and customers selected our company as supplier for further cooperation.

From that customer, we’ve learned one main common problem: customer didn’t know how to use the equipment correctly. After some investigation, I found out other customers also had same issue, some customer even said will stop using our products. To improve overall business performance and customer satisfaction, I built up a training center to provide regular product and service training to customer, which improved customer satisfaction, and indirectly increased sales order by 10% in two quarters.

# **Story: TC IT-TOOL (customer obsession, frugality, deliver result, deep dive,**

S: While working as IT project manager, I delivered a difficult project that required me to design a complex operation IT system for around 100 users, to manage Daimler’s new tech center.

It was a request from the director of this TC department, whose wish was with one click, he can see the business status. (customers: test lab, operation, workshop) At that time, there was no such tool in the company, no specific requirements, no existing team, even the tech center building just started construction.

T: My task was to define the function and structure of the system, and write a specbook (within 6 months).

A: 1) I started learning tech center’s business function to define the IT system function. According to my research and analysis(leverage of suppliers), I defied the function including testing lab process mgmt., test scheduling and capacity planning, test data mgmt. and reporting, interfaces with equipment automation systems and other business systems. 2) I aligned general testing process (from customer order to testing to results and to invoicing); also each lab’s special testing process. 3) I collected and analyzed user requirements through interviewing and market research. 4) I defined system user interface. 5) According to the construction timeline of each lab and budget, I also navigated project development priorities, cut off workshop and facility mgmt. function, focused on core function-testing mgmt. (difficulty: no public business data-leverage suppliers, German colleagues from German labs don’t care – use manager’s influence; overtime at night to communicate with foreign suppliers due to time difference; budget – cut off some functions, use existing tools)

R: I successfully delivered the IT-Tool specbook (saved 2 months time) with clear process, technical requirements, interface requirements, project development planning, maintenance planning.

Above beyond: Meanwhile, I also leveraged my friends and colleagues, sourced about 20 international and local suppliers, and evaluated suppliers from technical levels. While most suppliers quoted 5M to 10M, I found the best supplier who has best experience and can deliver the product with around 3M.

(Now it’s finishing development according to my specbook, and it will roll out to 7 testing labs next month to manage Daimler’s second tech center in the world(55000sm, 11B).)

# **Story: single case to problem pattern (dive deep, ownership, invent, think big**

S: A while ago, my boss forward me 3 emails from engineers in Germany, who requested immediate cost feedback on 3 product changes for new GLC project. The emails have been back and forth for 3 months, but had no progress.

T: I needed to find out what is the problem and help solve the problem.

A: 1) I went through the emails history, investigated specific cases in systems, and communicated with German engineers, Chinese engineers and buyers, and found out some problems. Buyers say the change content is not clear enough/not their parts. 2) I compared the 3 cases in procurement and RD system, turned out the data is clear enough, and completely same, so it’s not data input issue. 3) I invited buyer, engineer and supplier to communicate directly to understand the change, so tasks were completed. 4) I had the feeling that there might be more cases pending in Chinese buyers. So I exported large data set of 3 projects, found out purchasing did have most overdue tasks. 5) I selected those pending in Chinese purchasing team, divided by buyer and supplier, invited buyers to discuss again. From the discussion, I found out more problems: responsibility not clear, lack of communication, system bug, process issue, server issue. 6) After further preparation, I led taskforce with purchasing team to complete the critical and long overdue tasks.

R: 1)Within one month, purchasing open task amount reduced 20%. 2) With my continuous support, the product change management speed improved 40% for 3 projects, also had significant impact on overall change management improvement and global projects.

# **Story: import/local part filter function (dive deep, invent, ownership**

S: While supporting local purchasing team on completing their tasks to ensure product change progress, many times buyer said the parts they received are not their parts.

T: I wanted to find out why and how to improve this.

A: 1) According to my investigation, I found out those parts are actually import parts, which they should not receive in their system. This slowed down project progress globally, and caused commercial risk while buyer inquires wrong supplier for wrong parts. 2) To find out why they receive import parts, I requested reporting data from purchasing system to analyze the data. 3) I also applied purchasing system account to learn the system, and go through some examples one by one. 4) found that while RD data transfers to purchasing system, there is no filter. As long as the change affect local project, local purchasing system receives the data, regardless of purchase key. Purchase key in this RD system is usually target usage, not actual usage and can’t be changed. Actual usage is in another system. And about 30% they received in the past were import parts. 5) I suggested to use product part list to block import parts according to purchase key. To make it accurate, also made cross check with purchasing contract list.

R: My solution, reduced 30% workload for local purchasing team, released 30% product changes to process, and ensured global project progress.

# **Story: Critical change mgmt. (invent, ownership**

S: while working as RD PM, one of my role is to ensure product change, to deliver a golden vehicle to the plant.

For new generation vehicle, there are about 6000 product changes during the project development. The change management process doesn’t run well enough in China. One critical issue is no transparence of critical changes, which caused late evaluation, late decision, late implementation.

T: to align a process how to manage critical changes.

A: 1)I looked at overall change status reports of our projects, discussed with RD Germany, RD China, and RD joint venture in China to see how many critical changes are there, how they manage critical changes. 2) I compared critical criteria from RDs. And aligned final criteria for the process. 3) Based on global standard change management process, I created critical change mgmt. process with 2 proposals. one is short term and mid-term solution for China through manual way with a process. The other is long term solution for global projects through input in the global system, following a workflow. 4) While thinking to keep system lean, I make sure each step is must have.

R: After discussion with global teams, my proposals were agreed with management support. Short term solution already started execution. Long term solution is under discussion with HQ. If my proposal of critical change management for global projects is approved, it will save lots of manual work, speed up critical changes, enhance transparence, save trouble and money for company. (找不到数据表达)

# **Story: 5000 Christmas gift (ownership, think big, bias for action,**

S: Last year before Christmas holiday, our purchasing team from Germany sent a 5000 tasks list to purchasing team in China with request to complete those tasks. Chinese purchasing team complained that Christmas gift.

In that list, there were over 1000 product changes including over 5000 parts, which affect over 30 carlines/projects globally. All of that need cost evaluation from purchasing team in JV.

T: It was beyond my work scope, but 40% affected my team’s 7 projects. After a discussion with my boss, I decided to take the lead to help purchasing on the overall task list.

A: 1) Firstly I divided the data by different leading carline, then exported local carlines’ part list from RD system, made cross-check of each part’s purchase key. So buyer knows what to do with different purchase key. 2) Secondly, I analyzed the data using pivot table, compared and analyzed the data by different categories, including pending days, process type, priority, commodity, MG, supplier, buyer. 3) Then, I selected those with long pending days, high speed process, prio on time, which were about 40%, and organized daily meeting with buyer and engineer to go through the product changes one by one, to clarify technical questions, and request buyers to push suppliers for cost feedback.

(It was really difficult for me, bcz I didn’t understand all those product changes, so I had to learn it one by one first before the meeting, and I overtimed.)

R: Within 2 weeks before NY and 2 week afterwards, I helped buyers completed 40% tasks, which ensured progress for 20 projects.

# **Story: CNY gift to HQ (Backbone, Bias for action**

S: Before CNY, my manager asked me to check the cost feedback of one product change – to optimize noise for new C class in DE, CN.

T: I had to find out what is the exact problem, and help correct it.

A: 1)I spoke with the engineer, and looked up in RD system and procurement system. I found out that change was initiated by supplier W HQ in Germany to fullfill the requirements in specbook, so there is no cost from supplier HQ. But the follow supplier W1 in China asked for more than 2M tooling cost, and the buyer from our stakeholder approved it. 2)I called the responsible engineer in China, but no response. So I called buyer, also no answer. I wrote email, still no answer after one hour. 3)I wanted to contact the supplier’s sales, my boss said we should not be involved into costdiscussion, due to compliance. However, the holiday is coming, if the cost issue can’t be clarified immediately, there will be no progress in next 2 or 3 weeks, the process can’t continue, and the change implementation will be delayed. So I called the Chinese supplier, found the problem: Chinese supplier thought the change was initiated by us, therefore, requested 2M tooling cost. I asked the supplier to double check with their HQ in Germany, and asked for the confirmation that late afternoon, and asked engineer to upload the email as proof in RD system for cost clarification.

R: Anyway, bcz of my action, I helped clarify and save 2M cost, and ensured the product change and project to continue in time with correct data.

# **Story: not import parts for EVA (Backbone, Bias for action, are right a lot;**

S: Purchasing colleague from Germany asked buyers in China to complete two EV product changes including 20 parts and sent email to purchasing contact person L. L replied:” they are import parts.” One senior manager asked, why these import parts are still sent to Chinese buyers?

T: I had no task, no responsibility in this case, but I had the feeling sth was wrong, and decided to have a look.

A: 1)I looked up the two changes in RD system, noticed one part was assigned to local supplier in China, the other 19 assigned to MBAG. So I looked up the 20 parts in documentation system, found out they are local purchase parts, should be sent to supplier in China. I double checked with the engineer, who confirmed my findings. 2) I thought about the reasons: either buyer misunderstood the usage, or the other 19 parts were blocked by system. 3) so I asked buyer’s contact person to check in system who closed the parts as import parts, reply was not possible to find out. 4) I asked system responsible colleague to double check and update filter data source, and forwarded the info to responsible colleague with guide of how to correct the process.

R: my action should’ve helped avoid countless cost, at least Millions. Because when parts are closed as import parts by Chinese buyer, supplier won’t know about the change, and there is no cost feedback from Chinese supplier. If later supplier requests huge cost to implement the change, we have no choice. Or the supplier will not implement the change, then there will be negative impact on product quality.

Lesson learned:

One month later, when I was looking at old cases, I found that those two changes were in implementation, while parts still closed as import parts. I was so surprised. So I wrote email to those colleagues again, remind them to check the risk.

# **Story: approval in PLS (Backbone, Bias for action, are right a lot,**

S: engineers present their product changes with supplier cost in decision committee to get approval. There are 3 product changes, engineer said supplier confirmed with them there is no unit price cost change, no tooling cost. Committee manager said can approve it.

T: I didn’t have a task there. But I saw the problems, and wanted to correct it.

A: 1)I looked up the product change in system, saw there is in total 5M tooling cost feedback from supplier, and buyer approved the cost. 2) I asked engineer how did supplier confirm? Engineer said through email. 3) I said, there is cost in system, if supplier say there is no cost, then supplier cost feedback in system is wrong, the change process must be returned to previous phase, and supplier must quote again to give correct number in system. 4) I asked change manager to change the status, and asked engineer to contact buyer for new quotation, and contact supplier for explanation; informed procurement team for improvement.

R: 1)bcz of my observation, saved 5M cost for company. Although it took a few more additional days, it worth it. 2)also found one more root causes: buyer doesn’t train supplier on system, doesn’t carfully perform plausibility check.

# **Story: dashboard in excel ( learn, curious, mentor**

S: A colleague from another team was sitting next to me, saw me working with excel, and asked me how to make dashboard in excel, as her manager gave her a long data list and asked her to do so.

T: I also didn't know, but I told her I will have a look at night, and tell her next day.

A: I googled, and watched a tutorial on Youtube, and practiced with the sample data, then made a dashboard with colleague's data. Next day after lunch, I showed her how to do it step by step.

R: 1) I taught my colleague how to make dashboard. 2) I used this skill in my work.

# **Story: part history change (mentor, ownership, action, dive deep**

S: One engineer had to get approval for product change, but found the parts were evaluated as import parts in system, so sent email to change manager asking how to handle, and copied me and other colleagues.

T: I know how to handle, so I wanted to help her correct the status and proceed to get decision.

A: 1) I asked her to only restart cost evaluation. 2) I also decided to deep dive. So I looked up of this change and relevant part numbers, then checked the purchase key of each part in central documentation system and plant system, which shows parts are local purchase parts. 3) I asked procurement window person to check the status and history in ctime, and found the parts are import parts there. 4) Then I invited engineer to look at systems again, she then realized there was a purchase key change in the part history, but she initiated the change before part status changed. She said there are actually many cases like this, and this is a good lesson learned, will also share the experience with colleagues to avoid same mistake.

R: bcz of my action, this single case proceeded faster, and our team learned valuable experience.

# **Story: digital transformation (invent, dive deep**

S: There is a digital transformation project in company, starting from RD component department. It is a 3 years big project.

T: I was nominated as representative of our department to give user requirements, and joined the project team to drive the software functional development as key user from the customer.

A: 1) firstly I wrote email to my team for their expectations on the new platform. Some colleagues answered thet are ok with current working ways. 2) Then I interviewed my colleagues one by one, what is the pain point at work, what needs to be improved. After further communication, we found 7 pain points. 3) I also investigated the 10 systems I use for work to see what function can be improved. 4) after the deep dive and my investigation, I developed 7 function needs for our team, and requested to project team. 5) I also found one urgent need, which is part history. Then I discussed with colleague from relevant teams, aligned a part history process to develop in the system.

R: with this part history process, plant can see transparence of part version, logistic time, then can order the part with highest development level, and organize in deliverable time. This will has significant impact on delivering best product quality to the customer of our projects.

# **Story: V214 – higher maturity (highest standard/customer obsession,**

S: One main customer of my project is production plant. Our goal is to deliver the best vehicle to production plant, so they can produce best product.

T: To learn from previous projects and ensure highest product maturity level for new E class, I did some research to see how to achieve the goal.

A: 1) I made 4 timelines of 4 phases of building “confirmation vehicle” for local project, with milestones and dates of xxx 2) made 6 times of 6 phases of building “confirmation vehicle” for project in HQ. 3) found out while local project starts first building phase, HQ project already starts 6th building phase, so the idea is to use HQ experience to realize higher maturity level on local project. But problem is how. 4) organize workshop with plant to diver deep, to update equipment list, to align logistic timeline for import parts…

R: 1) deliver better product to customer. 2) avoid late changes.

# **Story: P&S cry (backbone, weakness**

S: product change needs local purchasing team’s cost evaluation if the change affects local projects. This local purchasing team is from a joint venture. Their German CEO agreed this, but Chinese mgmt. teams don’t follow it. Therefore, many product changes were blocked by them, and it was very difficult to get support from them.

T: In around half year in the past, I had to directly contact purchasing team to push them on progress.

A: 1)Many times, Chinese buyers either complain or just ignored RD request. I felt very angry. But I also understand it’s very important for global and especially local projects to achieve timeline and project goals. So I talked about the big picture, emphasized that the local product is eventually produced in their company, we have the same business target. 2) Within time, I see some buyers changed attitude, became more supportive. 3) However, the senior manager from the main contact team always and only complained, which made me don’t want to listen to her for a second. Once she started crying in a meeting, made all participants very uncomfortable. After some weird silence, I decided to speak out, “We have been here to support your team, however, you only complained all the time. If you need support, pls tell us with your suggestions.” 4) I tried to understand her for her benefits, but I totally disagreed with her action. So I also requested higher level’s influence to find a new right person as main contact, otherwise, there is very few progress, which will be disaster for many projects. 3) I also decided to step out, so purchasing team can learn to actively take their responsibility.

R: 1) A few days later, there was a new contact person, who showed high responsibility sense. I trained him and worked with him for 1 months, then transferred the work to him. With my disagreement and persistence, I built up purchasing team’s new interaction mode, created positive impact on projects.

# **Story: V206 HAG timeline-stolen slide (lesson learned,**

S: New C class vehicle was building up testing vehicle in plants, there were planning of import parts, testing, retrofit, homologation, localization for different cycles and models of vehicle.

T: My boss asked me to prepare a report with timeline of those project status, he needs to present in a meeting in 2 days.

A: 1)I did research, communicated with relevant teams, made the report with very detailed timelines and highlights. 2) For the localization timeline, I needed info from a colleague who has direct contact with supplier. He told me he was waiting for confirmation from supplier for tooling time. I asked him twice that afternoon to see if he got the info, finally he told me supplier will confirm with him next day. 3) Before I left work, that colleague asked me if he can see my slide, I sent him a screenshot. He asked if I can send him ppt version, I sent and then left office. My plan was to complete the report next day, and then send to my boss. 4) However, next morning, my boss forwarded me a report, saying I should use that localization time from that report. It was exactly the report I made with 3 hours efforts, the report I sent to that colleague, who removed my name from footer, and changed some color, and put his name on. I was so speechless about that colleague, and told my boss what happened.

R: From that experience, 1)I learnt to protect my work, 2)I also remind myself to respect other’s work by adding reference info. 3) to keep my team updated in time

Story: Failure - prepone 254-5S SOP (好像没有学到什么lesson, 有时候需要面对现实）

Story: help classmate prepare and pass exams, otherwise, she has to leave the program, will not allowed to study the same major in whole country.（不知道学习期间的例子能否用）

Story: Battery change issue （ownership, curious to learn)（晚点再写）

Story: Van (bias for action, are right a lot) (晚点再写）

整体来说，故事其实还是挺好的，很多例子只要变一变，就可以用在多个不同的lp上，所以比较重要的可能就是三个地方。

1. 每个故事，需要一句过渡去套到你要说的lp上，这样更自然，能举一反三
2. Action里面多体现你的skill，可以看一下你的简历list出来哪些技能，然后跟那些具体的action绑定
3. 多举例 没东西说的时候就说细节，越具体越好，能带data /metrics就带
4. 关于具体的你申请的job，多仔细看一下岗位要求，故事里面多加一些相同的关键词，去match