# Competency: Team leadership

1. Tell me about a time when you had to lead a group to achieve an objective. How did you organise your resources? What was the objective? What was the outcome? What did you learn from this?

Tessract library for ocr project, Initially stake holders were agreed on not to process hand written receipts and generating the 60% sucuess rate, then in the middle of a project they have asked us to achieve 90% success rate with hand receipt reads.

Objective was to do the intelligent document processing with 90% success rate

Outcome was we have delivered the project, however, it was delayed by a month.

Adaptability: Being open to adjustments and making timely decisions based on changing circumstances is vital in achieving the desired outcome.

1. Describe a situation where you inspired others to meet a common goal.

* I believe in leading by example, so i wrote a POC with s/w best practices in mind

1. Tell me about a time when you influenced the outcome of a project by taking leadership role.

We were writing a mobile app for SA, so there were two teams involved one is mobile app dev team and other is API team, during sprint standups I felt that the progress was not up to the mark,

so I took the leadership role and conducted a combined meeting of both teaasm and found that they were not communicating effectively, because they both were having their separate sprint standups

So I combined the standups for both the team, project was develivered on time.



1. Tell me about a time when you wanted to convince someone to do something.

Manual tester to bsa example

Convincing

Sharing the Vision:

Highlighting the Benefits:

Addressing Concerns:

Emotional Appeal: Jane shared personal stories of how hiking had positively impacted her life and how she was looking forward to sharing this experience with a close friend like Mark.

1. Team Building: Jane mentioned that hiking together would strengthen their bond as friends, offering a chance to share unforgettable memories and overcome obstacles as a team.
2. Personal Growth: Jane emphasized that taking on this adventure would push both of them out of their comfort zones and lead to personal growth and a sense of achievement.

The Outcome



1. Tell me about a time when you’ve worked on a project that required you to develop a positive working relationship with someone.

* I do not impose the solutions, I always discuss them with a team.
* Improving app Performance project resulted in a positive relationship with DBA

1. Describe something you have done to improve the performance of a teamwork unit.

* We had a new tester who started doing the negative testing and most of the tickets were started to reopen on staging environment, so, the other tester also have started the same, this affected the project progress, I had conducted a separate meeting with the testers and tried to find their perspective on negative testing, I explained them with the help of an example that not all the negative testing scenarios are relevant in certain projects.

We agreed on the mandatory negative test scenarios.

This way I have improved the progress of the teamwork unit

1. What steps would you take to promote team effectiveness?
2. Clearly Define Goals and Roles:
3. Encourage Open Communication:
4. Establish Trust: by demonstrating transparency
5. Promote Diversity and Inclusion:
6. Foster a Positive Team Culture: Promote a positive and supportive team culture where team members celebrate each other's successes, provide constructive feedback, and offer help when needed.
7. Set Clear Expectations
8. Provide Resources and Training:
9. Resolve Conflicts Promptly: Address conflicts or issues within the team promptly and constructively. Mediate disputes and encourage open dialogue to find resolutions that benefit everyone.
10. Celebrate Achievements:
11. Lead by Example:
12. Continuous Feedback and Improvement:
13. Tell me about a time when you have had to resolve a team issue/problem relating to a team you worked with?

Negative testing example

1. How do you ensure that the work of your team is completed within appropriate time-scales? How do you keep track of progress? Give me specific examples of when you have done this

* We record everything on ADO and conduct sprints which is useful to measure the metrics and track the progress.

1. How do you keep the team who work for you committed and enthusiastic about organisational objectives? Give me an example of when you have done this. What was the reaction of your team?

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1. **Clear Communication:** Ensure that the organizational objectives and goals are communicated clearly to the team. Help team members understand how their individual contributions align with the bigger picture and how their work impacts the overall success of the organization.
2. **Empowerment and Autonomy:** Encourage autonomy and empower team members to make decisions and take ownership of their work. When employees feel trusted and valued, they are more likely to be committed and enthusiastic about their tasks.
3. **Recognition and Rewards:** Acknowledge and appreciate the hard work and achievements of team members. Recognizing their efforts through both formal and informal methods, such as public recognition, rewards, or bonuses, can boost morale and motivation.
4. **Professional Development:** Support the professional growth of team members by providing opportunities for learning and skill development. Offering training programs, workshops, or mentorship opportunities shows that you are invested in their career advancement.
5. **Open Feedback and Collaboration:** Create an environment where open feedback and constructive criticism are encouraged. Foster a culture of collaboration and teamwork, where diverse perspectives are valued and integrated into decision-making processes.
6. **Goal Setting and Progress Tracking:** Collaboratively set clear and achievable goals with team members. Regularly track progress and celebrate milestones to maintain a sense of accomplishment and momentum.
7. **Flexibility and Work-Life Balance:** Be understanding of individual needs and provide flexibility when possible. Encouraging a healthy work-life balance helps prevent burnout and fosters a positive work environment.
8. **Lead by Example:** As a leader, embody the enthusiasm and commitment you wish to see in your team. Demonstrate passion for the organization's objectives and lead with optimism and dedication.

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1. Give me an example of a situation where you set challenging objectives for a team. How did you ensure that each individual understood his or her role? How did you support the team? What was the outcome?

* Payroll and sa new year changes

1. Give me an example of a time when you managed the activities of a group of people. What were your objectives? How did you manage them?? What did you learn from this situation? How successful was the group in achieving its objectives?

IDP project example

1. Tell me about a time when you have encouraged an open and honest debate to resolve a significant team related issue. How did you undertake this? What was the result? Did you obtain any feedback from the team involved?

There was a who had a different opinions about setting up the source control for databases in two different projects

1. Setting the Stage: I began the meeting by acknowledging that there were differing opinions within the team and emphasized the importance of constructive dialogue
2. Establishing Ground Rules: I laid out ground rules for the debate, such as active listening, refraining from personal attacks
3. Allowing Equal Speaking Time: To ensure that everyone had a chance to share their perspectives.
4. Asking Probing Questions: Throughout the debate, I asked probing questions to help team members clarify their viewpoints and encourage critical thinking.
5. Summarizing Key Points: As the debate progressed, I summarized the main points raised by each team member to ensure that everyone understood the various perspectives.

The result was we agreed on both the approaches for 2 projects

The Result and Feedback:

After the debate, I obtained feedback from the team involved through individual discussions. The majority of team members appreciated the opportunity to have their voices heard

Top of Form

# Competency: Developing others

1. Tell me about a time when you coached someone to help them improve their skills or job performance. What did you do?

* Windows application for SA questionare to web app conversion, I had given him some tutorials and setup couple of sessions in a week to discuss and resolve the technical issues.

1. Describe a time when you provided feedback to someone about his or her performance.

* Inventory management in fin accounting took more time than expected.
* Started the converstion with appreciation and valuable contribution
* Asked the challenges
* It was a constructive feedback, Told him it could be improved in this way.
* Started more open and collaborative conversation.
* emphasizing that my intention was to help her grow and succeed
* We discussed potential solutions and agreed upon some action steps to address the areas of improvement.

1. Give me an example of a time when you recognised that a member of your team had a performance difficulty/issue. What did you do? What was the outcome?

* Inventory management in fin accounting took more time than expected
* was struggling to meet deadlines and deliver work of the expected quality
* I scheduled a one-on-one meeting with Alex to discuss their current workload, challenges, and any support they might need
* I worked with Alex to identify the root causes behind the challenges they were facing. It turned out that Alex has given wrong estimation, they thaught that if they would done it in a short time they could get employee of the month award.
* I worked with them and revised the deadline which was realistic.
* The outcome of this approach was positive. With the clear plan in place and the additional support provided, Alex was able to overcome their performance difficulties. They started meeting deadlines consistently, delivering higher-quality work, and regaining their confidence.

1. Encouraging individuals to take responsibility for their own development is an important challenge for managers. Describe a situation where you have done this. What specifically did you do and say? To what extent did the individuals take on the responsibility? What did they learn? What did you learn?

I had a manual tester, and during working with them I found that they had great potential to understand and write the business requirements but seemed hesitant to take on new challenges and responsibilities.

During our 1:1, I discuss their career aspirations and professional goals. I encouraged them to create a personalized development plan and work on BSA’s skill set.

I recommended various training resources, workshops, and online courses relevant to Alex's interests.

**They also learned to embrace challenges and step outside their comfort zone, which boosted their confidence and performance.**

I learned that if you trust your team and provide them with a needed help and support then can be a asset to your team

1. Tell me about a situation where you spent time giving feedback to your staff in order to help them learn from their experiences. What was the situation? What specifically did you do or say? What did your actions achieve?
2. Give me an example of a recent discussion that you had with a staff member over a performance problem. What was the situation? How did you approach this? How did they react? What was the outcome? What did you learn?
3. Tell me about a time when you have given support to an individual in order to help them meet their objectives. What did you do? What was the outcome?
4. Give me an example of a challenging development opportunity that you have identified for one of your team in the last year. How did you identify this opportunity? How did you motivate the person to take on this opportunity? Way specifically did you say and do? What impact did this have?

* Dext integration
* was a talented software developer but had limited experience in leading a project. I noticed her exceptional problem-solving skills and technical expertise, which made her a strong candidate for growth in a leadership role.
* To identify this opportunity, I conducted regular performance reviews with each team member, discussing their career aspirations and areas of interest. During these discussions, Sarah expressed her desire to take on more responsibilities and develop her leadership skills.
* To motivate Sarah to take on the opportunity, I had a one-on-one meeting with her to discuss the potential benefits of leading a project. I highlighted that this role would allow her to gain experience in managing a team, making strategic decisions, and communicating with stakeholders. I also assured her that I would provide support and guidance throughout the process.
* Training and resources: I arranged for her to attend leadership workshops and provided access to relevant online courses to develop her leadership and management skills.
* Mentorship: I paired her up with a seasoned project manager from another department as a mentor to offer guidance and share insights.
* Gradual transition: Initially, I assigned her as a co-leader on a smaller project to ease her into the leadership role and give her an opportunity to learn from an experienced colleague.
* Regular feedback and progress check-ins: I scheduled regular meetings to discuss her progress, address any challenges, and celebrate achievements.

The impact of this opportunity was significant. Sarah's confidence grew as she faced and overcame various challenges. She was able to lead her team effectively, and her technical expertise, combined with her newly acquired leadership skills, resulted in successful project deliveries. Moreover, her team members respected her leadership and felt motivated to perform at their best under her guidance.

1. What are the major training/development needs of the people who work for you currently (or most recently)? How did you identify these training and development needs? What are they doing about them? What have you done to support them? Why?

Making them aware of latest trends in software industry e.g. agile methodology, cloud technologies,

secure software dev. Practices and software development best practices

conducted 1:1 and Skills Gap Analysis: Conducting skills gap assessments based on the job requirements and individual competencies can reveal areas that need improvement.

They were trying to look these stuff over the internet, Today, internet is full of information, however we do not know about the correctness and authenticity of the information

So, I created a structured training plan for them, provided the authentic resources, changed some projects methodology from waterfall to agile so that they can actually do it.

1. How do you encourage your team to develop themselves? Give me an example of when you have done this. What exactly did you say and do? What was the result? What skills or knowledge have they developed?
2. Tell me about a time when you have re-enforced company behaviours or competencies to your team. Why was this necessary? What approach did you take? What was the outcome?

* Go green policy company’s goal was to reduce the carbon footprint
* Not switching off the monitors
* It was necessary to align with company goals
* I conducted a workshop and showed them how this small action can contribute towards saving the environment.
* Outcome was team started to switch off the monitor when not in use.