Professional Experience:

## Customer Obsession -> Ownership -> Invent and Simplify -> Are right, A Lot -> Learn and Be Curious-> Hire and Develop the Best -> Insist on the Highest Standards -> Think Big -> Bias for Action -> Frugality -> Earn Trust -> Dive Deep -> Have Backbone, Disagree and Commit -> Deliver Results

Customer Obsession

Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers.

**Ex 1: Talking to the business teams about the requirement of the data and then source them accordingly to datalake**

**Ex 2: Seeking what the customer needs to have data regarding their driving and accordingly sourcing them from their vehicles**

Ownership

Leaders are owners. They think long term and don’t sacrifice long-term value for short-term results. They act on behalf of the entire company, beyond just their own team. They never say “that’s not my job".

**Ex 1: Product ownership beyond ingestion and extraction and providing machine learning solutions for good source of data and bad source of data.**

**Ex 2: Johnson & Johnson infrastructure of data nodes apart from the Map Reduce code solutions.**

Invent and Simplify

Leaders expect and require innovation and invention from their teams and always find ways to simplify. They are externally aware, look for new ideas from everywhere, and are not limited by “not invented here". As we do new things, we accept that we may be misunderstood for long periods of time.

**Ex 1: Reporting tool for IoT/DirectTV data usage management—AT&T**

**Ex 2: Investment Banking AI platform**

**Ex 3: Automated processes for deployment, history data migration in SDM.**

Are right, A Lot

Leaders are right a lot. They have strong judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.

**Ex 1: Seeing the population of middle and lower economic class population, pushing the idea of investment banking into them. This has been a hit in Africa and Asia region. We covered 70% of people belonging from such economic range under out platform to invest.**

**Ex 2: Forsee power of transformation from DW to Map Reduce.**

Learn and Be Curious

Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.

**Ex 1: Data Warehousing -> Big Data -> Big Data+Machine Learning -> AI in data engineering**

Hire and Develop the Best

Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent, and willingly move them throughout the organization. Leaders develop leaders and take seriously their role in coaching others. We work on behalf of our people to invent mechanisms for development like Career Choice.

**Ex 1: We let the deserving people grow in my team who will make our lives easy in return. It’s a part of our duty. Did mentor the junior data engineers in AT&T and now doing the same in Standard Chartered Bank in my team.**

Insist on the Highest Standards

Leaders have relentlessly high standards - many people may think these standards are unreasonably high. Leaders are continually raising the bar and driving their teams to deliver high quality products, services and processes. Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed.

**Ex1: Connected Vehicles: Instead of 7mins latency period, we made it till 3 mins latency period.**

**Ex 2: Banking product to source 150 years of data covering all the scenarios with minimum(5) defect leakage in 4 versions.**

Think Big

Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers.

**Ex 1: The convenience of the business owners of the data is our need. Hence, we deliver them seamless data with modern data engineering and data science methods.**

**Let is be real time or batch usage.**

**Ex 2: Customized reporting solution for DirectTV data.**

Bias for Action

Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.

**Ex 1: SDM-Different(4) versions of our products to cover multiple scenarios for business use cases in 1.5 years.**

Frugality

Accomplish more with less. Constraints breed resourcefulness, self-sufficiency and invention. There are no extra points for growing headcount, budget size or fixed expense.

**Ex 1: Limited budget, limited timeline, limited resources, block leaves-> only solution is automation.---Standard Chartered**

**Ex 2: Connected Vehicles-> limited timelines with less resources and real time data. Solution is automation with reconciliation. So that it corrects itself.**

Earn Trust

Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. Leaders do not believe their or their team’s body odor smells of perfume. They benchmark themselves and their teams against the best.

**Ex 1: Promise with iterative corrective steps. Different augmented versions of SDM product has gained trust from data users as well as the ability and trust among team members.**

Dive Deep

Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdote differ. No task is beneath them.

**Ex 1: SDM-> reconcile at each level---- source to landing(backup)->storage->final layer  
Ex 2: J&J-> product life cycle reconciliation and audits periodically so that the data matches the margins expected.**

**work as developer, think like a tester and experience/monitor the data like a user**

Have Backbone; Disagree and Commit

Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious. They do not compromise for the sake of social cohesion. Once a decision is determined, they commit wholly.

**Ex 1: Connected vehicles-> User wanted to move with real time data initially but I, as a consultant disagreed with a logic that we need to have a connectivity test of their network in the geographies where the vehicles might travel. Network analytics was a huge success and we moved to real time data after fixing their consistent connection issues.**

Deliver Results

Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle.

**Ex 1: Connected Vehicles: Latency 10-7-3 mins with 92% accuracy in data.**

**Ex 2: Approx 89% scenarios have been covered with 4 releases by now catering 60 PB of data (last 32 years).**

**Behavioral Questions:**

* Tell me about a time when you were faced with a problem that had a number of possible solutions. What was the problem and how did you determine the course of action? What was the outcome of that choice?

--J&J inventory management-

1. performance tuning of existing queries and informatica performance tuning

2. infra solutions

3. Big data-map reduce with commodity hardware and cloud solutions.

I had chosen Big Data solution seeing a. long run benefits with increased volume b. cost

Effect: initial time taken was same(half or quarter a day for 150 gb of data) but in long run the time was less and the cost of infrastr. was less.

* When have you ever taken a risk, made a mistake or failed? How did you respond and how did you learn from that experience?

--Migration(timeline 6 months) with 15 members team end to end individual contributors –mistake | correction(from 3 rd month) – activity based teams(access, code development, data migration, testing, audit). | Experience – Never pre-assume data of existing framework.

* Describe a time when you took the lead on a project

--Connected Vehicles—even though consultant developer but took a lead in network analytics and then telematics. Customer obsession

* What did you do when you needed to motivate a group of individuals or encourage collaboration during a particular project?

--Shared the end vision and set clear goals based on competency.

--Encouraged them to fail early and learn from there. Space of self development. Took the blame of failure on me and shared the credit to the team.

--Never micromanaged as all of them are matured and skilled beings.

* How have you leveraged data to develop a strategy?

--SDM—

datalake machine learning(Baye’s Naive) solution(good source of data and bad source of data)

resource planning based on demand and consumption volume data from CDO.

Innovation campaign for strategic partners. How innovation can drive soft dollar savings in their processes.

AI investment platform-Checking the data of such population with the bank and their risk appetite.(it worked in asia and africa)