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| Area/Question | Your Response (STAR) |
| **Customer Obsession** | |
| Give me an example of a time you used customer feedback to drive improvement or innovation. What was the situation  and what action did you take? | We used to take customer feedback from different resources for various channels like web, voice and review feedback. There are few complaints which could improve customer experience and we have implemented as features that help us as well as improved customer experience. |
| Give me an example of your most difficult customer interaction and how you worked through it. What was the outcome? | ????????????????????? |
| Tell me about a time a customer wanted one thing, but you felt they needed something else. How did you approach the situation, what were your actions and what was the end result? |  |
| Tell me about a time when you went above and beyond the call of duty for a customer. Why did you take the action you did? What was the outcome? |  |
| Most of us at one time or another have felt frustrated or impatient when dealing with customers. Can you tell us about a time when you felt this way and how you dealt with  it? |  |
| When do you think it’s appropriate to push back or say no to an unreasonable customer request? Can you give me an example of when you’ve been able to see around the corner to meet a customer need or delight a customer with a solution or product they didn’t yet know they needed/wanted? |  |
| To try to meet the high expectations of our customers, we sometimes promise more than we can deliver. Tell me about  a time when you overcommitted yourself or your company. How did you resolve the issue? |  |
| Tell me about a time when you had to balance the needs of the customer vs. the needs of the business. How did you  manage this situation? |  |

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| Area/Question | Your Response (STAR) |
| **OWNERSHIP** | |
| Tell me about a time when you took on something significant outside your area of responsibility. Why was it important?  What was the outcome? | We were onboarding an external SSAS application for agent assignment for all channels (chat and voice). It is extremely costly for company. I have proposed a design which decoupled voice calls and agent assignment which helped My organization to build inhouse agent assignment and calls handled by provider itself.  We have multiple services which are onboarding to control releases using toggles in production. All services are consuming library directly and writing up duplicate code in all services. I have proposed common library which reduced code base as well as helped all services onboarding easily without any issues….  Our business folks validate localization message with local providers agents and it is taking 1 week delay in process. We had tight deadlines on migration from Cisco UCCE to EG CCAAS. Hence I have automated solution which provides a quicker validation against recorded files which helped business to migrate faster. Also POC item became a product to extended with more features. |
| Give me an example of a time when you didn't think you were going to meet the commitments you promised. How  did you identify the risk and communicate it to stakeholders? What was the outcome? | We are doing a migration effort customer service web app to new tech stack with server driven framework along with EG guidelines. But we don’t have enough folks as well as expertise to development service. I always communicate up to date with stack holders. Wherever needed we cut scope of work to migrate app before peek traffic for application. This helped us smooth migration as well as able to get 2% of improvements on customer activities. |
| Tell me about a time you made a hard decision to sacrifice short-term gain for a longer term goal. | As part of platform building, we had to onboard our service changes in tight deadline. Where other services came with code base without proper quality as well as metrics to measure success. I have pushed them. Later myself, manager and other folks along with SR LT we had discussion how to proceed. Instead of completing things in early we had discussed a strategic process to complete. This helped our teams as well as peer teams to onboard the service smoothly. Upper management appreciated my feedback at early stage and recognized reward. |
| Give an example of when you saw a peer struggling and decided to step in and help. What was the situation and what actions did you take? What was the outcome? | We had a senior engineer who joined team and he provided estimated with aggressively without understanding full E2E system of application. I have helped him in details as well as I have helped in design review in early stage before presenting to Sr LT. He was happy with my inputs at early state. |
| What steps do you take to ensure projects you complete get transitioned effectively to new owners? Give an example where you elected to re- engage on a project that you had already transitioned to someone else. What was the situation and why did you feel it was important to reengage? | As part of reorganization our application (MCV Softphone) moved to different organization. I have prepared presentation deck which includes all technical decisions, design of application. New team able manager product without any issues but later in 3months they are onboarding new call center which unable to succeed and they have reached for help. There are some connectivity issues which couldn’t figure out where I have helped them quickly and also smooth transition of app in new call center… |
| How do you ensure your team stays connected to the company vision and the bigger picture? Give an example of  when you felt a team or individual goal was in conflict with the company vision. What did you do? (Manager) | Weekly meetings and status updates ensure that the team & company are in sync. When I  realize that an individual goal is in conflict, I sit down with my team member and try  to solve the conflict with him. |
| Tell me about an initiative you undertook because you saw that it could benefit the whole company or your customers,  but wasn’t within any group’s individual responsibility so nothing was being done. (Manager) | Our Sr LT gets executive escalation on customer unhappy or issue. If there are issues with agent assignment I used to review them. It is an TDS job to review issue individually and looking splunk about issue. I have built a tool which shows customer experience as well as agent assignment. Eventually operations team stopped requesting to review issues as they are able to self service issues with new tool. |
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| Area/Question | Your Response (STAR) |
| **INVENT AND SIMPLIFY** | |
| Know when not to reinvent the wheel? Tell me about the most innovative thing you’ve done and why you thought it was innovative (can also probe with: That sounds more  evolutionary than revolutionary – tell me about something you’ve done you feel was truly revolutionary? Ask for one or  two additional examples to see if it’s a one off or pattern | We were onboarding an external SSAS application for agent assignment for all channels (chat and voice). It is extremely costly for company. I have proposed a design which decoupled voice calls and agent assignment which helped My organization to build inhouse agent assignment and calls handled by provider itself.  Currently our agents writes summary of issue after helping customer and it takes more than 1 to 2mins and I have presented an idea which intelligent agent assist which helped our agents and saved 2M per year to EG |
| People often say the simplest solution is the best. Tell me about a particular complex problem you solved with a simple  solution. | Our business folks validate localization message with local providers agents and it is taking 1 week delay in process. We had tight deadlines on migration from Cisco UCCE to EG CCAAS. Hence I have automated solution which provides a quicker validation against recorded files which helped business to migrate faster. Also POC item became a product to extended with more features. |
| Tell me about a time you were able to make something significantly simpler for customers. What drove you to implement this change? | When customer tweets or socialize bad service from EG and we have analysis that EG business operations forces customer to provide proper identity before letting them to talk agents. After multiple discussions with Operations and Product, we have provided solution where customers will be routed to agent after 3 retries as well as selecting proper LOB so that customers goes distributed agent pool which helps less wait time in queue as well as proper faster resolution from expertise agents. |
| Describe a challenging problem or situation in which the usual approach was not going to work. Why were you unable to take the usual approach? What alternative approach did  you take? Was it successful? | When customer tweets or socialize bad service from EG and we have analysis that EG business operations forces customer to provide proper identity before letting them to talk agents. After multiple discussions with Operations and Product, we have provided solution where customers will be routed to agent after 3 retries as well as selecting proper LOB so that customers goes distributed agent pool which helps less wait time in queue as well as proper faster resolution from expertise agents. |
| Give an example of a creative idea you had that proved really difficult to implement. What was the idea and what made it  difficult to implement? Was it successful? | We have onboarded to Confluent for Message pub/sub approach. In whole organization new to implement Confluent properly. We didn’t have any issue with implantation of consumer service in first release. Later on subsequent release are filling up consumer lag as well as delaying process. Hence After multiple analysis we had an issue subscribing messages as well as processing in same thread. Hence we have proposed a solution where subscribe messages and notify a webhook. I have built consumer app which used by 4 different teams with a small configuration change. Confluent team also appreciated proposal of changes.  We do provide an EWT to customer when they are in queue. We have built EWT with EMA and AVE algorithms which is not helped for all agent queues. Hence proposed to implement multiple algorithms and analysis metrics based on actual as well as estimated wait times. Later we have fixed proper algorithms based accuracy of results with configuration and it helped our call back features as well as proper customer experience.  As part of platform building we didn’t have callback feature for customers, we have built from 0 to 100% with in a quarter which helped EG during long call wait times and saved in pandemic |
| Tell me about an out of the box idea you had or decision you made that had a big impact on your business. | As part of platform building we didn’t have callback feature for customers, we have built from 0 to 100% with in a quarter which helped EG during long call wait times and saved in pandemic  Same logic implemented customer in chat channels too.  Also saved 10M per year in call cost |
| Give me an example of how you have changed the direction or view of a specific function/department and helped them  embrace a new way of thinking? Why was a change needed? | During customer connecting back we have to send SMS but customer provide invalid number which made failure of 50% chat back. I had implement phone number validation which bought customer back success rate to 90%. |
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| Area/Question | Your Response (STAR) |
| ARE RIGHT, A LOT | |
| Tell me about a decision for which data and analysis weren’t sufficient to provide the right course and you had to rely on  your judgment and instincts. Give me two to three examples. They don’t have to be big strategic decisions – could be big  or small. |  |
| Tell me about a time you made a difficult decision and how you knew it was the right solution (probe on how they evaluated the options, if they received input, what data they reviewed, etc.) |  |
| Give me an example of when you have to make an important decision in the absence of good data because there just wasn’t any. What was the situation and how did you arrive at your decision? Did the decision turn out to be the correct one? Why or why not? |  |
| Tell me about a time when you made a bad decision and the learning from the experience enabled you to make a good  decision later. What did you learn that you were able to apply? |  |
| Tell me about a time when you have been faced with a challenge where the best way forward or strategy to adopt was not “clear cut” (i.e. there were a number of possible  solutions). How did you decide the best way forward? |  |
| Tell me about an error in judgment you made in the last year or two, what it was and the impact of it |  |
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| Area/Question | Your Response (STAR) |
| HIRE AND DEVELOP THE BEST (Only for Manager???) | |
| Give me an example of one of the best hires of your career. How did this person progress through their career? What did  you identify during the hiring process that drove his or her success? | One time we were stuck between two candidates to hire for an important ass. Manager position. One had a college degree from an Ivy League school and the other barely made it through the college. I liked the humbleness, openness and humility of the  second candidate. He sincerely looked like a hard worker whereas the pother  candidate (still a good prospect) did kind of seemed entitled. In the end I ended up  hiring the barely-out-of-college student and he became the top performer among his  colleagues. So I now always look for personality traits as much, if not more, than  education credentials when doing a hiring. |
| Tell me how you help your team members develop their careers. Can you give me two to three examples of specific people in whom invested and how you helped them develop  their careers including one who wasn’t being successful but you saw potential and chose to invest? |  |
| Give me an example of a time you have provided feedback to develop and leverage the strengths of someone on your  team. Were you able to positively impact that person’s performance? What were your most effective methods? |  |
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| Area/Question | Your Response (STAR) |
| INSIST ON THE HIGHEST STANDARDS | |
| Tell me about a time when you have been unsatisfied with the status quo. What did you do to change it? Were you successful? | we used to have too many meetings and at some stage it felt like this made teams between GEO distributed causing less energy, Starting with my team, we limited the meetings to  3 hour meetings per week. It is amazing to see how efficient the meetings  become once you have limited time to discuss all the topics. Later Sr Leads and EM will have different sync which reduced technical development team not to engage in always and helped people to concentrate on deliverables. |
| Tell me about a time you wouldn’t compromise on achieving a great outcome when others felt something was good  enough. What was the situation? What measures have you personally put in place to ensure performance improvement  targets and standards are achieved? | We did built |
| Describe the most significant, continuous improvement project that you have led. What was the catalyst to this  change and how did you go about it? |  |
| Give me an example of a goal you’ve had where you wish you had done better. What was the goal and how could you have improved on it? |  |
| Tell me about a time when you have worked to improve the quality of a product / service / solution that was already getting good customer feedback? Why did you think it  needed continued improvement? |  |
| Give an example where you refused to compromise your standards around quality/customer service, etc. Why did you  feel so strongly about the situation? What were the consequences? The result? |  |
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| Area/Question | Your Response (STAR) |
| THINK BIG | |
| Give me an example of a radical approach to a problem you proposed. What was the problem and why did you feel it  required a completely different way of thinking about it?  Was your approach successful? |  |
| How do you drive adoption for your vision/ideas? How do you know how well your idea or vision has been adopted by  other teams or partners? |  |
| Tell me about time you were working on an initiative or goal and saw an opportunity to do something much bigger than the initial focus. |  |
| Tell me about a time you looked at a key process that was working well and questioned whether it was still the right  one? What assumptions were you questioning and why? Did  you end up making a change to the process? |  |
| Tell me about a time you took a big risk – what was the risk, how did you decide to do it and what was the outcome? |  |
| Now Tell me about a time you took a big risk and it failed. What did you learn? What would you do differently? |  |
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| Area/Question | Your Response (STAR) |
| BIAS FOR ACTION | |
| 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? |  |
| Describe a situation where you made an important business decision without consulting your manager. What was the  situation and how did it turn out? |  |
| Tell me about a time when you had to analyze facts quickly, define key issues, and respond immediately to a situation.  What was the outcome? |  |
| Tell me about a time when you have worked against tight deadlines and didn't have the time to consider all options before making a decision. How much time did you have?  What approach did you take? |  |
| Give an example of when you had to make an important decision and had to decide between moving forward or  gathering more information. What did you do? What information is necessary for you to have before acting? |  |
| Tell me about a time where you felt your team was not moving to action quickly enough. What did you do? (Manager) |  |
| Tell me about a time when you were able to remove a serious roadblock/barrier preventing your team from making  progress? How were you able to remove the barrier? What was the outcome? (Manager) |  |
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| Area/Question | Your Response (STAR) |
| BEING FRUGAL (FRUGALITY) | |
| Give me an example of how you have helped save costs or eliminate waste within your operation. |  |
| 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? |  |
| Tell me about a time you had to get something done with half or two thirds of the resources you thought you’d need  for the project or initiative. |  |
| Tell me about a time when you generated a creative solution to a problem or project without requiring additional resources. What was the problem? What was the solution  and how did you come up with it? |  |
| Tell me about a time you didn’t have enough resources to do something you felt was important but found a creative way  to get it done anyway. What drove you to seek out creative solutions? |  |
| Give an example of a time you requested additional funding/budget to complete a project. Why was it needed? Did you try to figure out another approach? Did you get the  additional resources? Why or why not? |  |
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| Area/Question | Your Response (STAR) |
| EARN TRUST AND DIVE DEEP | |
| Describe a time when you significantly contributed to improving morale and productivity on your team. What were  the underlying problems and their causes? How did you prevent them from negatively impacting the team in the future? |  |
| Give an example of a time where you were not able to meet a commitment to a team member. What was the commitment and what prevented you from meeting it?  What was the outcome and what did you learn from it? |  |
| Tell me about how you have effectively built trusting working relationships with others on your team. |  |
| Describe a time when you needed the cooperation of a peer or peers who were resistant to what you were trying to do.  What did you do? What was the outcome? |  |
| Tell me about a piece of direct feedback you recently gave to a colleague. How did he or she respond? How do you like to  receive feedback from coworkers or managers? |  |
| Tell me about a time you had to communicate a big change in direction for which you anticipated people would have a  lot of concerns. How did you handle questions and/or resistance? Were you able to get people comfortable with  the change? |  |
| Tell me about a time you were trying to understand a problem on your team and you had to go down several layers to figure it out. Who did you talk with and what information proved most valuable? How did you use that  information to help solve the problem? |  |
| Tell me about a problem you had to solve that required in-depth thought and analysis? How did you know you were focusing on the right things? |  |
| Tell me about a time when you linked two or more problems together and identified an underlying issue? Were you able  to find a solution? |  |
| Walk me through a big problem or issue in your organization that you helped to solve. How did you become aware of it?  What information did you gather, what information was missing and how did you fill the gaps? Did you do a post mortem analysis and if you did what did you learn? |  |
| Can you tell me about a specific metric you have used to identify a need for a change in your department? Did you create the metric or was it already available? How did this  and other information influence the change? |  |
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| Area/Question | Your Response (STAR) |
| DELIVER RESULTS | |
| Tell me about a time you (and your team if Manager) were driving toward a goal and were more than half way to the  objective when you realized it may not be the best or right goal or may have unintended consequences. What was the  situation and what did you do? |  |
| Tell me about a goal that you set that took a long time to achieve or that you are still working towards. How do you keep focused on the goal given the other priorities you have? |  |
| Tell me about a time where you not only met a goal but considerably exceeded expectations. How were you able to  do it? What challenges did you have to overcome? |  |
| 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 deliverables? |  |
| Tell me about a time you had significant, unanticipated obstacles to overcome in achieving a key goal. Were you  eventually successful? |  |
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| HAVE BACKBONE: DISAGREE AND COMMIT | |
| Tell me about a time that you strongly disagreed with your manager on something you deemed to be very important to  the business. What was it about and how did you handle it? |  |
| Give me an example of when you took an unpopular stance in a meeting with peers and your leader and you were the  outlier. What was it, why did you feel strongly about it, and  what did you do? |  |
| When do you decide to go along with the group decision even if you disagree? Give me an example of a time you chose to acquiesce to the group even when you disagreed.  Would you make the same decision now? |  |
| Describe a time where you felt really strongly about something but ultimately lost the argument. How hard did you press the issue? What was your approach after you lost  the argument? |  |
| Tell me about a time the business gained something because you persisted for a length of time. Why were you so determined? How did it turn out? |  |
| Provide an example of a time when you have had to make a difficult decision under pressure and then defend and justify  it. Was it the right decision? |  |
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| Area/Question | Your Response (STAR) |
| LEARN & BE CURIOUS | |
| Give me an example of an idea you had that was strongly opposed. Why was there so much resistance? How did you handle the  negative feedback? |  |
| Give me an example of a significant professional failure. What did  you learn from this situation? |  |
| Tell me about a time where someone has openly challenged you.  How did you handle this feedback? |  |
| Tell me about a time you made a significant mistake. What led you to making the wrong decision? What would you have done  differently in retrospect? |  |
| Give an example of a tough or critical piece of feedback you received. What was it and what did you do about it? |  |
| Tell me about a time you received feedback with which you didn’t agree. How did you react? |  |
| Tell me about time you had to learn something outside your comfort zone in order to drive results for your organization or to adapt to a change in the market, organization or other catalyst. |  |
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