

Amazon Work Styles Assessment and Work Simulation

要緊扣核心价值观！

<https://www.amazon.jobs/en/principles>

Work Styles Assessment

- 几十道那种调研题(就是给定 A, B 两个 statement, 你看看是 most like A, more like A, more like B, most like B, 四选一)。这里感觉很奇怪的一点是, 我觉得 A 和 B 有时候不冲突。比如我还记得最后一题的 A 是"prefer to planning ahead", B 是"achieving big results sometimes means not paying attention to details"。我人直接懵了。
- 时间来得及 反正就是好好做 尤其是 work simulation 部分

I often deserve more than I get.

I am not surprised when things do not go my way.

From time to time, I feel nervous in a new environment.

I use feedback from others to improve my work.

It is sometimes hard for me to move past my frustration with setbacks.

Sometimes, I could be more disciplined about my work.

Most of the time, I accomplish what I plan to do.

I can see the benefit of taking the time to show my appreciation to others.

Compared to other people I know, I spend less time worrying about my problems.

I am willing to entertain ideas that are fundamentally different than my own.

I prefer to spend most of my time doing work that uses my current skillset.

Even if I make an error, I try to continue on.

Most of the time, I meet my commitments.

I sometimes lose my motivation when work gets complicated.

lenovo

@一亩三分地

I spend some time thinking about how others have supported me.

I only feel gratitude when prompted.

Most of the time I try to see the good in others.

When faced with a difficult situation, it is best to be realistic.

I can accommodate changes to other people's plans.

Sometimes I do not seem to fit into new situations.

I often learn a lot by observing how my peers work.

There are few topics I find interesting enough to discuss in depth.

I usually perform well under pressure, even though I do not like it.

When I fail at something, I have to take a break before I try again.

Sometimes, I do not finish my work when no one else is relying on it.

I do not need reminders to finish my work.

I only care about completing a task if it is important to me.

There are very few obstacles that I find difficult to overcome.

lenovo

@一亩三分地

When I am feeling down, I think about people who are less fortunate and acknowledge that it is not so bad.

There are times when I am so focused on my responsibilities that I forget to think about the contributions of others.

Things usually end the way I hope they will.

I am not always able to be optimistic.

I sometimes disregard feedback from others.

I do not mind making last-minute changes in order to get something done right.

There is always room for me to develop.

I do not like looking for new ways to do things, but I will if necessary.

It is sometimes hard not to think about negative feedback.

I am able to put my emotions aside and not allow them to affect my work.

There have been times when I did not achieve everything that I wanted to.

I can take direction well.

When I face an obstacle, I always take a moment to consider whether it is worth pursuing.

I focus on goals or tasks that are important to me even if they are boring.

Statement	Scale Progression
When I am feeling down, I think about people who are less fortunate and acknowledge that it is not so bad.	Left → Right
There are times when I am so focused on my responsibilities that I forget to think about the contributions of others.	Right → Left
Things usually end the way I hope they will.	Left → Right
I am not always able to be optimistic.	Right → Left
I sometimes disregard feedback from others.	Left → Right
I do not mind making last-minute changes in order to get something done right.	Right → Left
There is always room for me to develop.	Left → Right
I do not like looking for new ways to do things, but I will if necessary.	Right → Left
It is sometimes hard not to think about negative feedback.	Left → Right
I am able to put my emotions aside and not allow them to affect my work.	Right → Left
There have been times when I did not achieve everything that I wanted to.	Left → Right
I can take direction well.	Left → Right
When I face an obstacle, I always take a moment to consider whether it is worth pursuing.	Left → Right
I focus on goals or tasks that are important to me even if they are boring.	Right → Left

Once in a while, I feel like I deserve more in life.

It is important to appreciate each day.

I tend to be relaxed knowing everything will work out for the best.

Things do not often end well so it is important to enjoy it when they do.

Sometimes change is needed and other times it is not necessary.

I make sure to adjust my plans based on any new information I am given.

I almost always have a lot of questions when I encounter a new concept.

If it is important for me to learn a new skill, I will do it.

Even after a hard day, I handle ambiguous situations well.

There are days when I feel better able to handle ambiguous situations.

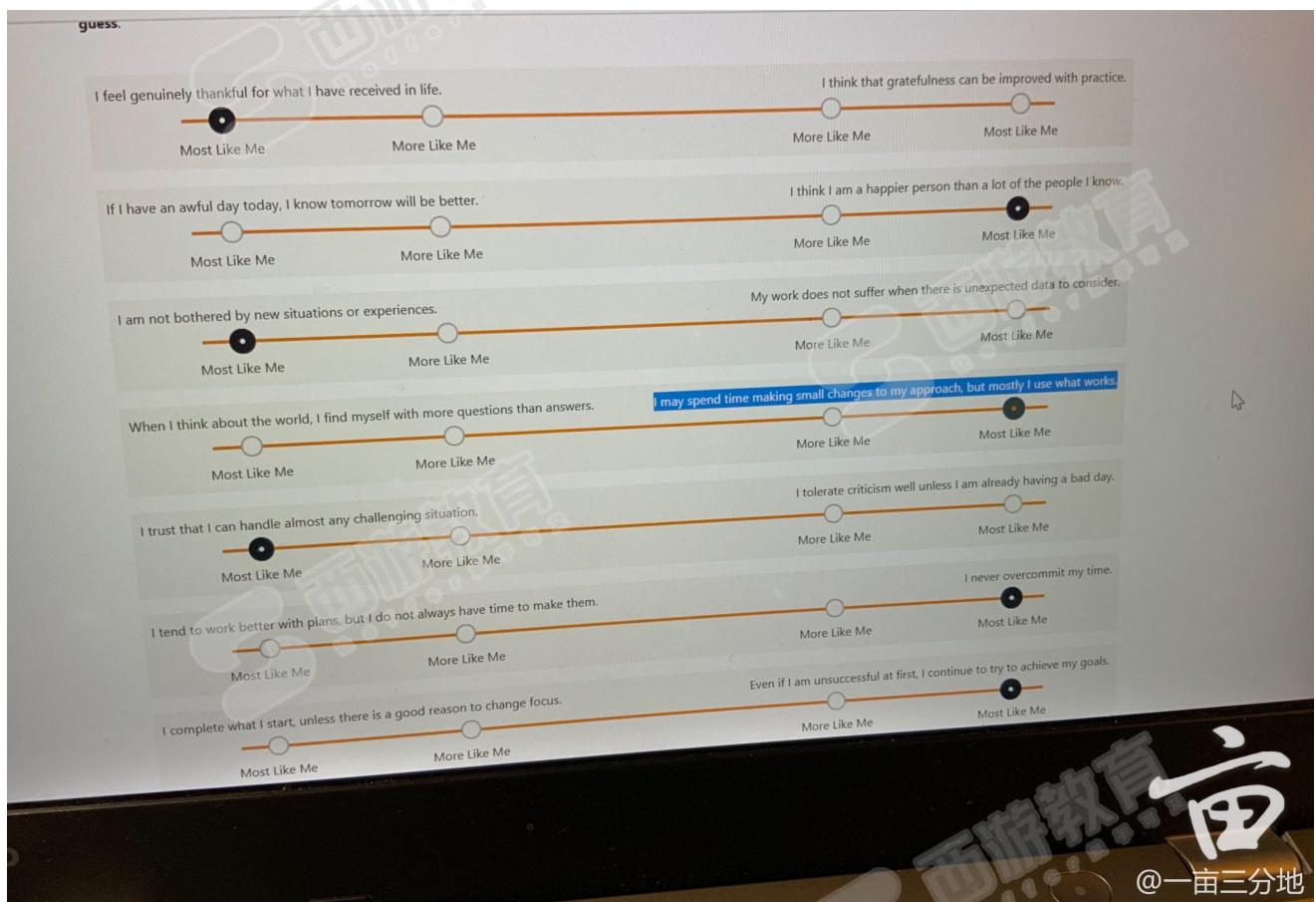
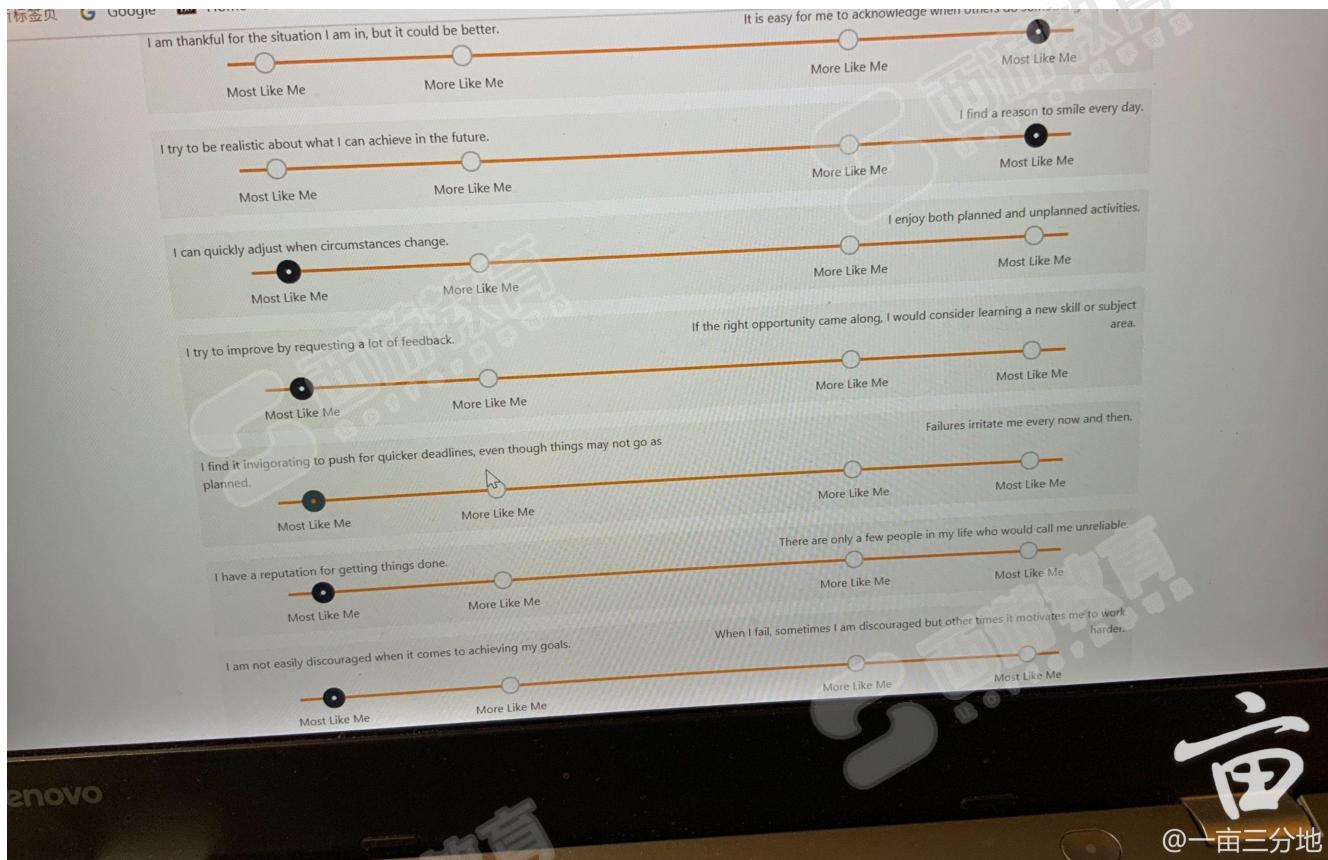
Meeting deadlines is nice, but not always an option.

I have a strong sense of duty.

If I have not found a solution to a problem, that means I have not searched long enough.

I usually finish what I start, but sometimes other things get in the way.

Statement	Scale Progression
Once in a while, I feel like I deserve more in life.	Left → Right
It is important to appreciate each day.	Right → Left
I tend to be relaxed knowing everything will work out for the best.	Left → Right
Things do not often end well so it is important to enjoy it when they do.	Right → Left
Sometimes change is needed and other times it is not necessary.	Left → Right
I make sure to adjust my plans based on any new information I am given.	Right → Left
I almost always have a lot of questions when I encounter a new concept.	Left → Right
If it is important for me to learn a new skill, I will do it.	Right → Left
Even after a hard day, I handle ambiguous situations well.	Left → Right
There are days when I feel better able to handle ambiguous situations.	Right → Left
Meeting deadlines is nice, but not always an option.	Left → Right
I have a strong sense of duty.	Left → Right
If I have not found a solution to a problem, that means I have not searched long enough.	Right → Left
I usually finish what I start, but sometimes other things get in the way.	Left → Right



Please provide one response per row indicating which of the two statements is more like you. If you are not sure of the answer to a question, mark the answer that is your **best guess.**

Life is hard, but there are usually people who want to help.
Most Like Me More Like Me

There are at least ten things to be grateful for every day.
More Like Me Most Like Me

I can change any problem into an opportunity.
Most Like Me More Like Me

Sometimes good things happen to me, other times I am not as lucky.
More Like Me Most Like Me

Setbacks never stop me from achieving my goals.
Most Like Me More Like Me

Under pressure, I try my best, even when I feel overwhelmed.
More Like Me Most Like Me

I sometimes redo work when I see that it includes mistakes.
Most Like Me More Like Me

I will not deliver my work until it is perfect.
More Like Me Most Like Me

I keep going even when it seems like I will never accomplish my goals.
Most Like Me More Like Me

I often will not move on to another workstream until I have completed the one at hand.
More Like Me Most Like Me

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@一亩三分地

Please provide one response per row indicating which of the two statements is more like you. If you are not sure of the answer to a question, mark the answer that is your **best guess.**

I enjoy writing down what I am grateful for, because I never run out of ideas.
Most Like Me More Like Me

I usually acknowledge when people exceed my expectations.
More Like Me Most Like Me

I always make sure I follow the rules.
More Like Me Most Like Me

I work harder than some of the people I know.
More Like Me Most Like Me

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@一亩三分地

- 前阵子准备要做 oa2 时，在地里看来看去，也没看到有人说明任何关于 work styles assessment 的干货，当时特别紧张。所以 lz 今天特地来为小伙伴们开箱，要你们别紧张！希望觉得有帮助的小伙伴们还能帮 lz 多多加米！~~

lz 觉得 work styles assessment 基本上就是性格测，看看下面的题，你就懂了！

基本上每一小题都有个时间轴一样的 ui，能让你滑动选择。轴上从左到右分别是：most like me, more like me, default, more like me, most like me

*举例：

Question:

I believe planning ahead would lead to a better outcome
once in a while people find errors in my work



*OA 题目：

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Q1:

左：I believe planning ahead would lead to a better outcome

右：Once in a while people find errors in my work

Q2:

左: I prefer to spend most of my time during work that uses my current skillset

右: There are times when I am curious to understand how a process works rather than just accepting it

Q3:

左: It is difficult for me to feel grateful when things are not going well in my life

右: It is important to appreciate each day

Q4:

左: Life is usually hard but sometimes things work out well for me

右: I cannot understand why people complain so much

Q5:

左: I sometimes feel uncomfortable in new situations

右: Following new trend is exciting

Q6:

左: I will usually keep pursuing in work stream until I think it is no longer useful

右: If I continue to fail something I will quit

Q7:

左: High pressure environment challenges me to be productive

右: I sometimes find it hard to resume work once something goes wrong

Q8:

左: I made mistakes on my work as much as anyone else

右: I try my best to do work carefully

Q9:

左: Sometimes I ask questions in order to understand concepts better

右: If I had my way, I would go to the same place during my time away from work every year

Q10:

左: There are times when I am so focused on my responsibilities that I forget to think about contributions

右: Most people have many things in life to be thankful for

Q11:

左: I prefer to plan for the best outcome even though it may not happen

右: When things are not going well in my life, I need support from others

Q12:

左: Once in a while I get disoriented when faced with a change

右: I like it when I get to do something new or different

Q13:

左: If I received a lot of negative feedback, I would consider my goal even if it is important to me

右: I often will not move on another work stream until I have completed that one at hand

Q14:

左: I feel overwhelmed for a while when I have taken on too much work

右: When I see that others appear stressed, I tend to continue in calm manner

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Q15:

左: Meeting deadlines is nice but not always an option

右: I try to be precise in my work

Q16:

左: I do not like looking for new ways to do things, but I will if necessary

右: I am interested in new development in my field

Q17:

左: I almost always share my pleasure with others when they do something nice for me

右: When others talk about being grateful, it reminds me to be grateful

Q18:

左: I like to spend time with other who are optimistic

右: Usually something gets into my way when achieving my goal

Q19:

左: Improvisation is as important as planning

右: Familiarity is comforting, but sometimes I rely on it too much

Q20:

左: I do not tend to give up on a problem quickly

右: By the third or forth set back, I usually feel like giving up

Q21:

左: When I encounter a set back, the first thing I think about is how I can overcome it

右: It is ok that I am upset for facing hardship, everyone else does the same

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Q22:

左: I have a reputation for getting things done

右: I am about average when it comes to my ability to achieve goals

Q23:

左: I almost always have a lot of questions when I encounter new concepts

右: I may spend time making small changes to my approach, but I mostly I use that works

Q24:

左: Someitmes I feel thankful for what I have, and other times I wish things could be better

右: I am more thankful than other that are as fortune as me

Q25:

左: When faced with a difficult situation, it is better to be realistic

右: Most of the time I try to see the good in others

Q26:

左: Changes in overall structure or leadership do not bother me

右: Sometimes change is needed, and other times it is not necessary

Q27:

左: Occasionally I do not meet my goals

右: I focus on goals or tasks that are important to me even if they are bored

Q28:

左: Sometimes when I am under pressure, my work quality is better and sometimes it is worse

右: Short deadlines motivate me

Q29:

左: Some would say that I am reliable

右: I prefer to focus almost exclusively on details

Q30:

左: I only enjoy talking about topics that I am familiar with

右: My understanding of the world changes the more I learn

Q31:

左: I do not need luck to be successful

右: I think that gratefulness could be improved with practice

Q32:

左: I am often a happy person

右: I am more of a realist compared to those around me

Q33:

左: I am not bothered by new situations or new experiences

右: Changes are refreshing even when it comes with a lot of challenges

Q34:

左: I usually finish what I start, but sometimes other things get into the way

右: Obstacles cannot prevent me from achieving my goals

Q35:

左: I seek help from others when I am under a deadline

右: I find it invigorating to push for quicker deadlines, even though things may not go as planned

Q36:

左: I prefer to do more than what others expect of me

右: I am usually as productive as I can when I work

Q37:

左: There is always something new I can learn

右: I am excited to solve new problems when I know there is someone who can help if I get stuck

Q38:

左: If I had to list everything I feel grateful for, it would be a long list

右: I spend some time thinking about how others have supported me

Q39:

左: It is important to focus on the positives in life since there is so little of it

右: People limit their own potential by being too negative

Q40:

左: I make sure to adjust my plans based on any new information I am given

右: I am sometimes able to adjust and respond to feedback

Q41:

左: When I failed, sometimes I am discouraged but other times it motivates me to work harder

右: I am not easily discouraged when it comes to achieving my goals

Q42:

左: Even after a hard day, I handle ambitious situations well

右: There are days when I feel better, able to handle ambiguous situations

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Q43:

左: Setting deadlines is sometimes hard to do, but critical to delivering work

右: I usually finish my work before the deadline

Q44:

左: If I did not know the answer to the question, I immediately start searching.

右: Sometimes it is fun to learn new skills

Q45:

左: I try to see the larger meaning in bad events, but sometimes that is hard to do

右: In the past month, I have sincerely expressed appreciation to others more than 10 times

Q46:

左: Things usually end the ways I hope they will

右: I am not always able to be optimistic

Q47:

左: I prefer trying new things over committing what is familiar

右: I enjoy both planned and unplanned activities

Q48:

左: I am motivated by problems that take a long time to solve

右: I complete what I start unless there is a good reason to change focus

Q49:

左: Sometimes I am motivated when deadlines are shortened, and other times I am not

右: It is important to let go of things that I can not control and just move forward

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Q50:

左: I often put items back in the proper place

右: I always accomplish what I planned to do

Q51:

左: I am motivated to learn about new topics when I see a short term benefit from that knowledge

右: I have too many interests to pursue them all

Q52:

左: I can see the benefit of taking time to show my appreciation to others

右: I think about things I am grateful for everyday

Q53:

左: I always finish my tasks regardless of what it takes

右: Only major hurdles into negative impact

Q54:

左: I did not see myself ever getting tired of learning new things

右: Sometimes I ask for help from a colleague who has more expertises than I do

Q55:

左: I find it exciting to work through problems

右: I have as much determination as an average person

总结:

别紧张，平常心做题

要緊扣核心价值观！

<https://www.amazon.jobs/en/principles>

花了好久时间手打出来了 55 题，要死了，还望各位多加大米！

祝大家都能早日上岸

Work Simulation

- 我参考以下 2 个链接，再加上自己和身边同学做题经验，整理了一份清晰的资料，21 题中有 20 题被收录其中，包含详细的答案和选项，全部是我辛苦手敲出来的。

有它在手，做 OA2 的 work simulation 会非常快速高效。当然，具体做题的时候，顺序会有所颠倒，部分题目的答案也可能存在争议，所以仅供参考。

如果您觉得这份资料不错，请给我加大米/点赞！谢谢！

Q1: Schedule the design review meeting (1)

- 1 - We can take our best guess at an estimate on our own
- 2 - We should work for a couple of days to gauge our progress, and then complete our estimate from there
- 4 - We should consult a coworker who has more relevant experience on this type of task
- 3 - We should conduct our own investigation utilizing online research materials and internal documentation
- 5 - Let's ask our manager how we should go about developing an estimate

Q2: Schedule the design review meeting (2)

- 3 - Ask all parties to identify a back-up person who could meet during a designated time
- 3 - See if there is a backup person on the Localization Team that can

meet

5 - Set-up videoconferencing to include all POC's regardless of their physical location

1 - Agree to postpone the design review for two weeks when all parties have more availability

2 - Discuss the design review over email

4 - Agree to schedule the meeting at Xavier's location an hour away

Q3: Response to Ravi (1)

3 - We should miss the conference and increase the timeline to four weeks because we have four weeks of work

4 - Take a day to investigate whether adding additional resources would allow us to meet the original timeline, and re-evaluate afterwards

1 - Tell the Localization team if can't be done in the timeline, so we should go ahead with the US launch and delay the global launch even though it means adding an additional week of effort to the four week estimate

5 - Take two weeks to create a prototype of the feature to demo at the conference, then take the additional two weeks needed to fully complete the feature

2 - We can still hit the two week deadline without any changes by working harder and putting in overtime

Q4: Response to Ravi (2)

Begin your investigation using the old error logs, but tell Ravi he will need to run the new logs if the old logs aren't useful

Q5: Response to Aaron and Jacob (1)

Can you tell me more about what you're talking about?

Q6: Response to Aaron and Jacob (2)

You said we have an internal database of both digital and physical books. How did we get the physical book data if the Book Database API doesn't give it to us?

Q7: Response to Aaron and Jacob (3)

I recommend you go with Jacob's solution. We should miss the deadline to build our own service and meet all the requirements.

Q8: Road map

Since you know more about the programming language than anyone else, you revise the estimate for porting to Java.

Q9: Response to Nadia

What were the internal test case results?

Q10: Most likely cause of German language issue

Site is using proxy server location to determine displayed language

Q11: Most likely cause of invalid recommendation issue

Database field storing username is too short

Q12: Log trace investigation success

- 5 - Increase time allotted for testing in overall life cycle
 - 5 - Update automated end-to-end tests to include broader data coverage
 - 3 - Write more unit tests to include edge cases
 - 3 - Have team members perform more manual testing before checking code in
 - 1 - Increase the size of QA team
 - 1 - Have more user testing in beta phase
- Q13: Response for meeting the deadline
- 2 - Work on the project on your own, putting in extra effort to finish on time
 - 3 - Work on the project on your own until Priya is available, then continue to work on it together
 - 4 - Work on the project with Ben, being sure to watch his work closely because of his lack of experience
 - 5 - Tell your manager you will not be able to complete the project in the time available
- 1 - Cut features from the product so you will be able to meet the two week deadline
 - 3 - Start working on the project right away with Ben. Then ask Priya to contribute what she can when she is available
- Q14: Response for completing this work on time

- 4 - Work with the Customer Incentives Team to identify the critical features that they need by the deadline, and focus on those
- 2 - Push the timeline back another week to ensure there is enough time for all work to be completed accurately
- 3 - Ask your whole team for help, explaining the urgency that another team is blocked
- 5 - Ask your manager for help in determining the best approach to meet the new deadline
- 1 - Put in extra hours yourself to make sure everything gets done on time

Q15: Upgrade

- 4 - We should not perform this upgrade at this point in time. We promised the Retail Website Team we would have their new features complete by the proposed deadline. Let's postpone the upgrade to another time
- 2 - We should not perform the upgrade because it will not have a significant impact on the Retail Website Team's experience. We should focus on the Retail Website Team's requests
- 3 - We should not perform this upgrade at this point in time. Our top focus is meeting our agreed upon commitment with the Retail Website Team, so we should finish that first. We can focus on the upgrade afterwards by pushing our deadlines for some of our other

projects

1 - I think we should perform the upgrade. The right thing to do is push back on the Retail Website Team because it will keep our team from having to do the same work twice

5 - I think we should perform the upgrade. As a compromise, we can include the gift recommendation feature the Retail Website Team wants by the deadline and then complete the upgrade. We can finish the seasonal-based gift recommendations feature after the deadline

2 - I think we should perform the upgrade. The right thing to do is push back on the Retail Website Team because it will allow us to more efficiently serve the customer and the customer will be helped in the long run.

Q16: New product design

2 - A, C, D, G

1 - A, C, D, G, H

4 - A, B, D

3 - A, C, F

5 - A, D, F

3 - F, G

Q17: ?

?

Q18: Problem with Product.was Purchased By User()

It has performance issue

Q19: Most effective way of improving Shopping Cart()

Change the design of Shopping Cart by removing Shopping Cart user
and making shopping cart a property of User instead

Q20: Five tests within Shopping Cart Test()

Fail - Test 1

Pass - Test 2

Fail - Test 3

Pass - Test 4

Fail - Test 5

Q21: Ask Jacob a question

3 - Do any other projects depend on fixing this problem?

5 - How many customers is this affecting?

5 - How does this affect customers

4 - Are we receiving complaints from customers?

2 - How long will it take to solve this problem?

1 - If I help you with this problem, will you help me finish my work
today?

● Work simulation(原则有先后顺序)

目前两大做题中最重要原则：

1.requirement 排在第一， deadline 第二。

2.有 manager 出现的选项无脑选 manager, manager 就是一个组的地头蛇。

amazon9 条主要原则

原则 1：客户是上帝， requirement 优先，任何影响上帝的事情都不能干，

如某个 requirement 影响了上帝的体验，

你就是死键盘上也不能砍了，宁愿 miss deadline

原则 2：为长远考虑，即客户几年之后可能会出现的需求也要考虑到，

不会为了交付短期的 deadline，

而牺牲长期的价值。（比如 global api 和 local api）

原则 3：最高标准，“最高”对应上面的“长远”。

原则 4：一般情况，能请示 manager 就请示 manager, manager 一般不会出错

原则 5：速度很重要，决策和行动都可以改变，因此不需要进行过于广泛的推敲

，但提倡在深思熟虑下进行冒险。

原则 6：不需要一定要坚持“非我发明”，需求帮助也是可以的，四处寻找创意

， 并且接受长期被误导的可能

原则 7：敢于承担责任，任劳任怨，比如领导说谁会 java，你会你就跳出来说我

原则 8：对问题刨根问底，探究细节

原则 9：服从大局（团队比个人重要）

打分不是关键，排序才是关键。

大部分情况下其实并没有 deadline 和 requirement 谁更好，更多还是在

这个组合中你对 ddl 和 requirement 整体的权衡。

每个选项可以评 1~5 分，most effective 是 5，然后 1 是 least effective
刚开始让你看一些介绍 amazon 工作环境的视频

1.上来给一段 video，场景是项目的晨会，就是把 team 正在推进的项目描述一下，

期间会有多个项目和你有关系，后面会遇到

2.进入工作界面，可以看到接受到邮件，接收到的 instant message

3.进入工作状态。会有同事给你发邮件，发信息。需要你对他们提出的问题做一些判断，也就是给解决问题的选项评分

4.一个 21 题，有 log 分析 bug，有给报告出问题结论，有判断项目 走向的

情境 1：给图书馆写图书推荐系统，关于 book api

两个人，在表达不同的观点

选择： tell me more

一开始其实每个人都在强调自己是对的，即使有一个人更对一些，

也应该选 tell me more (原则 8)，选了之后会得到更多信息

情境 2：选图书馆的服务器有没有开放关于实体书的 api

两个小哥讨论图书推荐的 api 应该是自己做还是用现成的。

自己做 api 覆盖面广，但是 due 赶不上，别人做的能赶上 due。

requirement 优先 (原则 2)， tell me more 层层递进

情境 3：经理说咱们最近服务器老挂，什么情况？

先选看 internal bug 的记录

选 I think service 3 is the problem,

but I would like to see another report to confirm

烙印，义正言辞说自己做了 20 年服务器，不可能有错误，

刚刚调试过服务器，不可能是内部错误。

选自己去查，问题的关键在于不要麻烦别人

增加开发过程中测试的时间/测试覆盖更多 case，放 5

写 Manual test，放 3

还有个是 unit test，也放 3

增加 QA 的人手，放 1

让客户来当小白鼠发现问题，放 1

情境 4：Amazon recommendation system item，

给你推荐一些你感兴趣的 item，第一个 issue 总是失败，

第二个 issue 总是显示 germany

第一个问题是因为 username 太长所以一直报错。

第二个问题是因为他用 proxy 的 name 来决定是不是语言了。

情境 5：德国 amazon 除了什么问题，让你看 log 回答问题。问你大概哪里除了问题

亚马逊推荐广告，给英国人推了德文广告，给你 log 文件，
问你可能在哪，找 bug in error log

情境 6：员工们讨论 case media network 服务器最近好多 compliants
有德国的，有 invalid recommendation，有返回 404，
找出错原因的相同点

德语因为服务器，一个因为用户名太长，一个是有些用户的语言变
成德语

情境 7：具体客户 ddl 只有两周，两个方案，延到四周，做完整。
另一个说先实现一部分功能做个 demo，再慢慢做。

先做 demo 放 5，按部就班四周放 3，通知其他组说两走做不完接着
做美国放 1

情境 8：估计项目开发时间

Manager 放 5，找有经验的人请教 4，上网查资料或是先做一段时间
再估计都放 3，

还有其他裸上的就 1。

情境 9：一个项目时间表设计

说你是这里最会用什么语言的，比如 java

情境 10：安排会议

视频会议 5 三个老二开会和老二去找老大开会 3 推迟会议和邮
件开会 1

情境 11：搞个数据库

两周时间可以搞个数据，**ben 可以帮忙，大腿 priya 可以帮，但是要等一周半

报告 manager 放 5，和**合作等大腿放 4，合作/等大腿是 3

自己单干，cut feaure 都是 1

情境 12：系统是否升级

做两个 feature，一个让 100% 用户爽，一个让 20% 用户爽，

但要升级系统，升级系统自己组会爽，但是升级会推迟做的 feature，

不升级吧，升级之后还得做一遍

这题的中心是不升级，先做 feature，先让用户爽。

先做 100 的 feature 再升级，再做 20 的 feature，放 5

不升级，因为我们承诺要做 feature，放 4。

不升级，要搞定 feature，可以以后推了其他 ddl 再升级，放 3

不升级，因为对其他组没影响，我们应该 focus 在 request 上面，放 2

升级，推迟这两个 feature 的 ddl，因为升级造福子孙后代，放 2

升级，不然要做两次，放 1

这题的关键在于升不升级，要坚定的站在一边

情境 13：新产品设计

给 8 周时间，选择题，让你 pick up 一个 features 的组合要求利益最大化，

每个 feature 都有相应的价值，H >> M >> L 都代表远大于

首先 ddl 是前提，中位数不能超过 8 太多，那样的话就算 feature 再多也没意义，

同价值，按照 ddl 排序，同 ddl 按照价值排序。

情境 17：代码分析

三段一长选最长