

Amazon Leadership Principles

Word to remember 16 principles: COIALHITBFEDHDSSDA  

1. 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.

Demonstrated strong customer obsession by proactively resolving critical issues and advocating for customer needs across various organizations and geographies:

1. **At Tekion**, I owned the Invoicing module, which faced over 100+ weekly production issues including critical bugs like duplicate payments during refunds and SQL injection-related payment failures. I led the root cause analysis (RCA) efforts, implemented data fixes, and ensured timely resolution by coordinating with product managers, Dealer and Dynamic Properties. I also actively supported OnCalls, addressing concerns of primary, secondary, and tertiary users across regions such as the **US**, **Canada**, **France** (**RRG**), and **Europe** (**Inchcape**). Refactored the module based on customer's feedback.
2. **At VideoVerse**, I operated at a scale involving millions of records and directly engaged with clients like TV2 and Sportway. I helped them understand the internal workings of the rule engine, clarified unexpected execution results, and guided them in configuring rules effectively to meet their use cases.
3. **At Mint Tea Limited**, I supported customer-facing features for **Velvet Video**, particularly catering to influencers who use the platform for product sales. I ensured smooth video streaming and addressed performance concerns. Similarly, at **Padhai.ai**, I helped students make the most of interactive features like **Ask an MCQ**, resolving usability issues and enhancing the overall experience.

2. 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."

1. **Spearheaded the implementation of a company-wide, tag-based Automation Framework** — independently designed both the High-Level and Low-Level Design (HLD & LLD), and received recognition from technical leads and architects for the quality and completeness of the solution. Presented the work to the entire team using the STAR method to drive clarity and alignment.
2. **Took full ownership of the Invoicing Module at Tekion**, leading a comprehensive refactor by applying design patterns such as Abstract Factory and Template Method. Ensured seamless rollout through incremental feature releases, reducing risk while improving maintainability.
3. **Owned end-to-end delivery of the Rule Engine and Execution Management System**, including all major components — frontend, backend, publisher, and subscriber. Ensured timely delivery and high code quality across services.
4. **Implemented the LambdaTest XCUI Automation Framework**, integrating it with **BrowserStack App Automate**, and ensured seamless support for automated testing across multiple devices and platforms. Received the appreciation from LambdaTest via a LinkedIn post for the same.
5. **Proposed a solution to the Tekion's higher management for various development blockers impacting business.**
 - a. UI local build takes up to 10mins to spin up the server. And HMR is not working which reloads the entire screen once any change is made, sometimes the app gets crashed.
 - b. A new screen similar to user-mimicking screen would allow QA leads and managers to grant temporary access for testing and validating backend changes at a service on the stage/PPRD-3 environment, for a limited duration (let's say 2 hours to 1 day), to a specific group of developers/QAs.
 - c. Logs come randomly at Kibana for Stage And Pre-Prod at times. They get missed. DevOps takes some time to get the things resolved when

posted in their slack channel. But they come in docker containers. Server access can be provided to backend developers via SSH keys with restrictions so that they can't execute any command, which can really help to debug logs using k8s centralised logging and few k8s commands like `kubectl apply -f config.yaml` and `kubectl logs`. Also, logs get missed at Kibana and ElasticSearch but not at Sumologic.

- d. Jenkins' access can be given to developers with certain rules so that they can build the things in various environments and track the progress faster.
- e. Stage DB or TST DB read only access can be given to developers which they can connect with MYSQL Workbench And MongoDB compass via credentials.
- f. Locally restricted Api calls are not working, and every time we need to test a flow, we need to dump data in the local DB. It would be better if we can have the dump from various environments like TST and STAGE. **TTD** will be the best in such scenarios.
- g. Server access can be provided to backend developers via SSH keys with restrictions so that they can't execute any command, which can really help to debug logs using k8s central
- h. Process is not streamlined at Tekion, at the STAGE environment only branches with circular dependency fix are getting deployed nowadays. Since the build Status is not getting updated for RO service it becomes difficult to track whether a branch is deployed or not from the UI even though developers can check the health Api. Sometimes, the health Api doesn't get updated.

3. **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.

- 1. **Refactored legacy invoice code at Tekion** , which had redundant and copy-pasted helper methods. I introduced design patterns like Template and Abstract

Factory, encapsulated the logic within a dynamic backend property, and rolled out regionally across the UK, US, France, and Canada—making the codebase cleaner, scalable, and easier to extend.

2. **Built an end-to-end automation trigger system** using a custom Gradle script that parsed test tags from Java code, indexed them in Elasticsearch, and generated input scripts for TestNG automation. Handled concurrency using build-specific directories, encrypted and uploaded result files to S3, and sent detailed notifications via Teams.
3. **Developed a pluggable test parser client** installable across microservices, with service discovery-based tag-repo mapping. Enabled automated test execution and real-time result tracking, reducing manual intervention and streamlining CI/CD workflows.
4. **Optimized data flow using BFS parsing**, enabling auto-generation and cleanup of automation input files, removing manual dependencies and ensuring end-to-end system automation.
5. **At VideoVerse, implemented a screen recording module** that captured selected video regions using coordinate tracking and a custom cell-grid approach—overcoming canvas limitations and enabling accurate playback via JSON config mapping.
6. **Pioneered mobile test automation on real devices** by triggering Espresso (Android) and XCUITest (iOS) frameworks on LambdaTest EU/US data centers using `xcuittestrun`, discovered via BrowserStack logs. Parsed IPA metadata using a Ruby script, ensuring accurate test identification and MySQL-based result tracking.
7. **Controlled real iOS devices remotely** using WebDriverAgent, reverse proxy, signaling protocols (ICE), JavaScript, and an HTML interface—enabling advanced debugging and automation scenarios.
8. **Migrated RO List Response to gRPC**, achieving faster and more efficient binary communication over the wire, replacing legacy JSON payloads.
9. **Rendered LaTeX on physical Android devices** using a combination of React Native, Mathpix, and WebViews—enhancing cross-platform mathematical content support.

4. **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.

- a. **Proactively challenged the existing approach** to building an Integration Framework at Tekion. While the original design involved JSON files and RestAssured triggers, I leveraged my prior experience to propose a more scalable solution—integrating a parser to extract test metadata and execute automation within the build pipeline. I created a working demo and explained the design using the STAR format, receiving commendation from multiple tech leads and architects.
- b. **Identified inefficiencies in log visibility and infrastructure monitoring**, where delayed Kibana logs and DevOps dependency hindered debugging. I advocated for and successfully escalated the request to grant developers read-only access to server instances—enabling quicker diagnosis and improved development velocity.
- c. **Optimized rule execution performance** by reordering MongoDB aggregation stages—specifically applying sorting at the **\$lookup** stage. This significantly reduced API latency, maintaining a consistent response time of 300–400ms under load.
- d. Executed 6 scripts sequentially at **LambdaTest XCUI Automation framework** to extract out the test information and trigger the automation.

5. **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.

- **Proactively explored unfamiliar technologies**, including Swift-based Vapor (server-side) and Objective-C, to understand the inner workings of Facebook's WebDriverAgent. This hands-on learning enabled me to successfully implement remote access control for real iOS devices using graph-based communication. Similarly, used gRPC and GraphQL in other scenarios to optimise and improve the application performance and its uses.

- **Consistently demonstrate a strong curiosity about scalable business solutions** and how they're engineered by other teams. Through this mindset, I discovered innovative applications of rule engines to drive automation across systems, deepening my understanding of architecture patterns at scale.
- **Gained hands-on experience across multiple Indian startups**, working with a wide range of libraries, frameworks, and tech stacks. This diverse exposure reflects my eagerness to learn, adaptability, and relentless drive to grow in fast-paced environments.
- **AI-driven automation at scale is the future and I've successfully implemented it across multiple organizations, handling millions of records with efficiency and precision**

6. 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.

- a. **Led the hiring and onboarding of interns and junior developers**, providing them with comprehensive knowledge transfers (KT) and in-depth walkthroughs of key features and codebases.
- b. **Actively mentored junior engineers**, empowering them to take ownership by assigning critical features and guiding them through design, implementation, and delivery—fostering both technical growth and accountability.
- c. **Always motivated juniors to develop innovative tools** via development to avoid manual effort like a tool to compare invoice snapshots from audit logs similar to jsoneditoronline.
- d. **Appreciated my colleagues for their work ethics, team spirit and feature delivery.**

7. 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 drive 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.

- a. **Advocate for clean, maintainable code** by enforcing SOLID principles and leveraging appropriate design patterns to ensure long-term scalability and readability.
- b. **Set clear performance benchmarks**—ensuring API response times consistently stay under 300ms, thereby delivering a responsive and reliable user experience.
- c. **Maintained strict code quality gates** by enforcing 100% code coverage on PRs at VideoVerse and a minimum of 40% at Tekion, using Cobertura and SonarQube dashboards. This ensured that only well-tested, production-ready code was merged into the codebase.

8. **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.

- a. **Spearheaded the design and rollout of an organization-wide automation framework**, collaborating with senior leadership to create both high-level and low-level designs that could scale across multiple teams and services.
- b. **Took full ownership of the invoicing module at Tekion**, driving improvements in both efficiency and reliability, and ensuring it could handle complex business logic across regions.
- c. **Recognized in LambdaTest's appreciation post** by senior leadership for demonstrating exceptional work ethic, initiative, and impact across high-visibility projects.
- d. **Consistently gravitate toward business-critical, large-scale features**, with a passion for building systems that serve a wide user base and solve real-world problems at scale.

9. **Bias For Action**

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

- Took ownership of **P0 production issues**, proactively implementing critical data fixes post-approval and manually triggering necessary actions to ensure minimal downtime.
- **Resolved P0 issues within 6 hours** and ensured hotfixes were deployed within the same day—demonstrating a strong sense of urgency and accountability.
- During major code refactoring, **ensured backward compatibility** by gating new changes behind **dealerProperty** and **dynamicProperty** flags, enabling quick rollbacks in case of failures and allowing for safe, incremental rollouts.

10. 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.

1. Successfully **implemented LambdaTest's XCUI Automation Framework** by reverse-engineering BrowserStack logs, demonstrating **resourcefulness and innovation** without relying on extensive documentation or vendor support—an approach that was **recognized by leadership**.
2. Leveraged **cost-effective tools** like **Algolia**, **GraphQL**, and **Elasticsearch** to **optimize data retrieval and search performance**, ensuring **fast and efficient access to information** with minimal infrastructure overhead.
3. Despite **limited computational resources**, I **optimized complex query pipelines** to handle **millions of records** within **milliseconds** for the Rule Engine at **VideoVerse**, showcasing a strong bias toward **efficiency and performance** under constraints.
4. **Actively participated in self-organized team outings and knowledge-sharing sessions**, even when not company-sponsored, to **foster collaboration, mutual growth, and team morale**, reinforcing the idea that **impact doesn't always require big spending**.

11. 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.

1. I consistently **valued peer feedback and input**, fostering a collaborative environment and actively helping team members grow through mentorship and shared learning.
2. My **work ethic, reliability, and delivery speed** earned me opportunities to lead and contribute to **business-critical, high-scale projects** across multiple organizations.
3. I built **strong, trust-based relationships with both peers and managers**, treating everyone with respect and openness—whether in formal discussions or casual, unofficial settings—and always remained eager to **learn from their diverse industry experiences**.

12. **Deep Dive**

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.

- Thoroughly understood the **business logic from the API layer down to the core flow**, documenting each component to ensure clarity and maintainability across the team.
- Emphasized the **importance of evaluating the pros and cons of tools and frameworks** used in feature development—ensuring informed decision-making during **knowledge transfers (KT)** and technical discussions.
- Proactively performed **root cause analysis (RCA) on critical bugs**, connecting technical issues back to the business model to drive impactful, long-term solutions.

13. **Have Backbone, Commit And Disagree**

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.

1. While implementing the **LambdaTest** XCUIT Automation Framework using a Golang backend, I initially followed my senior's recommendation to use the **go-ios** library. However, after several failed attempts to launch real iOS apps, I proposed and implemented an alternative using the **xcuitestrun** command. This approach proved successful, and my senior later appreciated the initiative and results.

2. At **VideoVerse**, I constructively challenged a decision to use synchronous operations for AI-based transformations. I advocated for an asynchronous approach using webhooks for better scalability and responsiveness. The change was well-received, and we aligned on the new solution after getting buy-in from the architect and PM.
3. At **Tekion**, I frequently worked in fast-changing environments where contract structures would shift mid-cycle. Recognizing the delivery risks, I aligned with our architect to finalize and commit to realistic delivery timelines despite evolving requirements—ensuring team accountability and focused execution.

14. **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.

- **Successfully implemented the LambdaTest XCU automation framework** by reverse-engineering BrowserStack logs—overcoming multiple technical challenges within tight timelines. The solution was rolled out within a few months and earned organization-wide recognition for its impact and execution.
- **Dramatically reduced production issues** in Tekion’s invoicing module—from over 100 reported bugs to fewer than 3 per week—by refactoring the codebase, strengthening test coverage, and improving overall reliability.
- **Designed and delivered a scalable Rule Engine at VideoVerse**, capable of efficiently processing over **70 million+ records**, enabling high-throughput business logic execution across a wide range of client use cases.

15. **Strive To Be Earth’s Best Employer**

Leaders work every day to create a safer, more productive, higher performing, more diverse, and more just work environment. They lead with empathy, have fun at work, and make it easy for others to have fun. Leaders ask themselves: Are my fellow employees growing? Are they empowered? Are they ready for what’s next? Leaders have a vision for and commitment to their employees’ personal success, whether that be at Amazon or elsewhere.

1. I've always valued creating a **positive, collaborative, and fun work culture**, whether at **Tekion**, **LambdaTest**, or **Mint Tea Limited**. I'm grateful to have worked alongside exceptionally talented peers—many of whom are now at Amazon, Microsoft, Google, and other top companies. Together, we won hackathons, shared great memories, and pushed each other to grow personally and professionally.
2. I strongly believe that **team success drives individual success**. By focusing on shared goals and supporting each other, we not only deliver better results but also build a more fulfilling and rewarding work environment.
3. I actively encourage a **never-give-up mindset**, helping teammates build resilience and confidence in their careers—fostering a culture where people feel empowered, supported, and motivated to do their best work.

16. **Success And Scale Big Broad Responsibility**

We started in a garage, but we're not there anymore. We are big, we impact the world, and we are far from perfect. We must be humble and thoughtful about even the secondary effects of our actions. Our local communities, planet, and future generations need us to be better every day. We must begin each day with a determination to make better, do better, and be better for our customers, our employees, our partners, and the world at large. And we must end every day knowing we can do even more tomorrow. Leaders create more than they consume and always leave things better than how they found them.

- **Plotted detailed low-level design (LLD) activity diagrams for the invoicing module**, traced complex field flows like **prepaidAmount**, removed redundant logic, and proposed a refactored, backward-compatible solution. Rolled out the updated codebase across multiple regions, including EU, France, US, and Canada.
- **Acted as the point of contact (POC) for multiple large-scale initiatives**, including LambdaTest's XCUI Automation Framework, Tekion's Integration Framework, and VideoVerse's Rule Engine—each built to support millions of records across diverse client tiers, from small-scale to top-tier enterprise clients.
- **Recognized for high coding standards at Mint Tea Limited**, leading to cross-functional contributions on multiple projects spanning the UK and Brazil,

demonstrating ownership, adaptability, and trust across global teams.

17. **Dealing with Ambiguity** (*Not a defined leadership principle, but important at Amazon.)

Leaders deal with ambiguity. They don't have enough data to be sure about a solution, but they still take action. They move forward even when things are not clear. They are comfortable making decisions with partial information.

- While implementing the XCUI Automation framework, we encountered limited documentation and external resources. Despite this, I drove the initiative forward by breaking down the implementation into modular, incremental steps—making it easier to manage, test, and iterate.
- I emphasized building a robust suite of integration and unit tests to validate functionality in real-time and ensure confidence in our solution, even in the absence of comprehensive data.
- In scenarios where production data was unavailable, we simulated conditions through unit tests to reduce risk and validate logic before deploying to lower environments.
- I also ensured we had contingency plans in place—including rollback strategies—so that any issues in deployment could be quickly mitigated without impacting overall system stability.

SBI

⇒ Situation ⇒ trying to achieve

⇒ Behavior ⇒ what I did

⇒ Impact ⇒ Outcome, how many customers, \$ value in business

ADCD

1. Ask Good Questions ⇒ What Features To Add, How much to scale
2. Don't use buzzwords
3. Clear and Organised thinking
4. Drive discussions (80-20 rule)

References:

Patterns :

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LLD concepts:

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HLD concepts:

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Coupan Leadership Principles

15 principles: **WRCDTSDHDIALDMH**

1. **Wow the Customer**

Our mission is to create an exponentially better world where Customers ask "How did I ever live without Coupang?" The Customer is always the beginning and the end of every decision that we make. True leaders understand that Customer trust is sacred and fight hard to earn it every day.

2. **Ruthless Prioritization**

We have the courage and confidence to focus on the battle we must win and

give up the others. We recognize the danger of diversification. We avoid the tendency to do what is easy or what we are good at, we "eat the frog first."

3. **Company-wide Perspective**

Leaders think like owners and act in the best interest of the entire company. We understand and consider upstream and downstream implications. We bring attention to problems within or outside of our department. We never say "get out of my kitchen" or "that's not my job."

4. **Dive Deep**

Leaders audit. When we see inconsistencies, we dig down to all levels to gain a full understanding. We check the smallest details. No task is beneath us.

5. **Think Systematically**

Lasting impact is a result of processes and systems, not one-off solutions. Leaders build scalable processes with prompt feedback mechanisms. We take measures to not only fix the defect but prevent them in the future. We drive continuous improvement with the right measurements and guiding principles.

6. **Simplify**

Complexity is the enemy of scale, speed, and Customer experience. Leaders are fanatical about simplifying what they touch.

7. **Disagree and Commit**

Constructive confrontation is essential to good decisions. Leaders challenge openly when they disagree. We do not compromise for social cohesion. Once a decision is made, we commit fully to ensure a successful outcome. Post decision, proponents and opponents are indistinguishable.

8. **Hire and Develop the Best**

Leaders raise the performance level of the team with every hire and promotion. We hire for the long-term need. We recognize exceptional talent

and invest resources to develop their full potential. We empower them to pursue growth through internal rotations.

9. **Deliver Results with Grit**

Leaders deliver impact in timely fashion and with high quality. We do not confuse long hours or effort with results. We finish what we start. With grit, we work around dependencies and never let excuses stop us.

10. **Influence without Authority**

Leaders lead by communicating their ideas clearly. We drive alignment through data and insights. We create an environment where knowledge trumps position.

11. **Aim High and Find a Way**

We wow Customers when we break tradeoffs and exceed expectations radically. Only unrealistic goals produce unbelievable results. Reasonable goals are borne of a fear of change and rob us of our potential and a better world. True leaders have the courage to aim high and use radical goals to force change and innovation that delivers unbelievable results for Customers.

12. **Learn Voraciously**

True leaders recognize that ego is the enemy. We are hungry for the best ideas and seek them from all sources without pride. Growth requires the humility and courage to make yourself vulnerable and to risk failure and criticism. We embrace growing pains. We avoid rationalizing mistakes and are vocally self-critical.

13. **Demand Excellence**

Leaders have a passion for excellence and do not tolerate mediocrity. We hold ourselves and others to a high standard that we raise perpetually.

14. **Move with Urgency**

Urgency is a sense of crisis. True leaders are in perpetual "crisis mode." We

treat inaction as a threat to survival and we embrace calculated risk. We “learn by doing” and do not delay decisions to avoid blame or to find a ‘perfect’ solution.

15. **Hate Waste**

Leaders find ways to do more with less. We save costs rather than simply cut them. We do not skimp on a penny today if that will cost us a dollar tomorrow.