

Split Shipment

4 months

each

70%.

ARE RIGHT, A LOT**Definition and Indicators****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.*

Concern	Mild Concern	Mixed	Mild Strength	Strength
<ul style="list-style-type: none"> <li>Does not seek others' perspectives or additional data</li> <li>Relies on incorrect knowledge or flawed logic</li> <li>Becomes defensive when shown opposing points of view</li> <li>Refuses to change point of view no matter what data is presented</li> <li>Undervalues own experience and judgment</li> <li>Changes point of view too easily to follow the group</li> </ul>			<ul style="list-style-type: none"> <li>Makes good decisions in the face of ambiguity, uncertainty, and/or time pressure</li> <li>Applies experience to determine the best approach</li> <li>Seeks out additional perspective and data to make the best decision</li> <li>Recognizes he/she is not always right and supports the best idea</li> <li>Recognizes when he/she is lacking expertise or information in a particular subject area</li> </ul>	

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1-2

**Are Right, A Lot - Suggested Behavioral Interview Questions**

Please choose 2-3 questions below for your interview.

- Tell me about a time when you didn't have enough data to make the right decision.** What did you do? What path did you take? Did the decision turn out to be the correct one?
- Tell me about a strategic decision you had to make without clear data or benchmarks.** How did you make your final decision? What alternatives did you consider? What were the tradeoffs of each? How did you mitigate risk?
- Tell me about a time when you made a difficult decision with input from many different sources (customers, stakeholders, partner teams, etc.).** 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?
- We don't always make the right decision all the time. Tell me about a time when you made a bad decision.** What was the impact of that decision? What did you learn? How have you applied what you learned?
- We don't always make the right judgment all the time. Tell me about a time when you made an error in judgment.** What was the impact? What did you learn? How have you applied what you learned?
- Tell me about a time when you discovered that your idea was not the best course of action.** What was your idea? Why wasn't your idea the best course of action? How did you find out it was not the correct path? What was the best course of action? Who provided it? What did you learn from the experience?
- Describe a time when you brought different perspectives together to solve a problem.** What types of different perspectives were represented? How did you seek out different points of view? What was the outcome? Where there any key learnings from this experience? Knowing what you know now, would you have done anything different?

Recommendation page

— At some point, brand, price, seasonality,

no concept vehicle categories, data analysis

## CUSTOMER OBSESSION

### Definition and Indicators

Customer Obsession				
<i>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.</i>				
Concern	Mild Concern	Mixed	Mild Strength	Strength
<ul style="list-style-type: none"> <li>Makes decisions or takes actions without adequately considering the customer impact</li> <li>Fails to collect or respond to customer input appropriately</li> <li>Fails to meet customer commitments</li> <li>Loses and doesn't regain customers' trust</li> <li>Develops a project approach based on industry trends rather than customer needs</li> <li>Unable to identify primary customers</li> </ul>			<ul style="list-style-type: none"> <li>Takes actions guided by customer input</li> <li>Works backwards from the optimal customer experience</li> <li>Tries to surprise and delight the customer</li> <li>Applies time and energy to make the customer experience more efficient or enjoyable</li> <li>Identifies new ways of gathering feedback from customers</li> <li>Listens to feedback from customers and uses it to make improvements</li> <li>Pushes back when necessary to ensure that decisions consider what is best for customer in the long-term</li> <li>Earns customers trust by delivering promised services and products which meet or exceed expectations</li> <li>Stops activities that no longer enhance the customer experience</li> </ul>	

### **Customer Obsession - Suggested Behavioral Interview Questions**

Please choose 2-3 questions below for your interview.

1. **Describe a difficult interaction you had with a customer.** How did you deal with it? What was the outcome? How would you handle it differently?
2. **Tell me about a time when you went above and beyond for a customer.** Why did you do it? How did the customer respond? What was the outcome?
3. **Give me an example of when you were able to anticipate a customer need with a solution/product they didn't know know they needed/wanted yet.** How did you know they needed this? How did they respond?
4. **Give me an example of a time when you asked for customer feedback.** How did you use that feedback to drive innovation or improvement? How did the customer respond?
5. **Tell me about a time when you evaluated the customer experience of your product or service.** What did you do? What was the result?
6. **Tell me about a time when a customer came to you for something that wouldn't actually address their need.** How did you approach the situation? What was the result?
7. **Sometimes customers make unreasonable requests. Tell me about a time when you've had to push back or say no to a customer request.** What did you say or do in response to that request?
8. **Tell me about a time when you had to balance the needs of the customer with the needs of the business.** What did you do? What was the result?
9. **Give me an example of a change you implemented in your current team or organization to meet the needs of your customers.** What has been the result? (Manager)

Customer service rep's project to understand customer problem

Technology support team can do chat support  
3 day training.  
We took learning out of the & and fixed issues

## DIVE DEEP

### Definition and Indicators

Dive Deep				
Concern	Mild Concern	Mixed	Mild Strength	Strength
<ul style="list-style-type: none"> <li>• Does not understand the details of projects</li> <li>• Does not understand how different groups or systems work together</li> <li>• Only holds surface-level understanding of metrics and data</li> <li>• Does not question assumptions</li> <li>• Unable to step in and get work done</li> </ul>			<ul style="list-style-type: none"> <li>• Stays connected to the details of projects and programs</li> <li>• Understands how different groups or systems work together</li> <li>• Critically evaluates metrics and data</li> <li>• Asks good questions that provide clarity to situations</li> <li>• Steps in and gets work done</li> <li>• Investigates and gets details in order to solve a problem</li> <li>• Gathers information to solve a problem, even if it's difficult or time-consuming</li> </ul>	

### Dive Deep - Suggested Behavioral Interview Questions

Please choose 2-3 questions below for your interview.

- Ques Review*
1. Tell me about a time when you were trying to understand a complex problem on your team and you had to dig into the details to figure it out. Who did you talk with or where did you have to look to find the most valuable information? How did you use that information to help solve the problem?
  2. Tell me about a situation that required you to dig deep to get to the root cause. How did you know you were focusing on the right things? What was the outcome? Would you have done anything differently?
  3. 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? What was the outcome? Would you have done anything differently?
  4. 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 reflection at the conclusion of the project? If so, what did you learn?
  5. 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? What was the outcome of this change?
  6. Have you ever created a metric that helped identify a need for a change in your department? What was the metric? Why did you create it? How did this and other information influence change? What was the outcome of the change?
  7. Tell me about a time when you had to validate the assumptions underlying a direct report's project. How did you decide follow up was necessary? What steps, if any, did you take to validate the assumptions? What was the result? (Manager)

*Issue - analytical metrics, isolation*

*Fitment, iMute.*

*exp return caused*

*Part 2*

*4 min*

*get 10 min*

*amazon AD*

## FRUGALITY

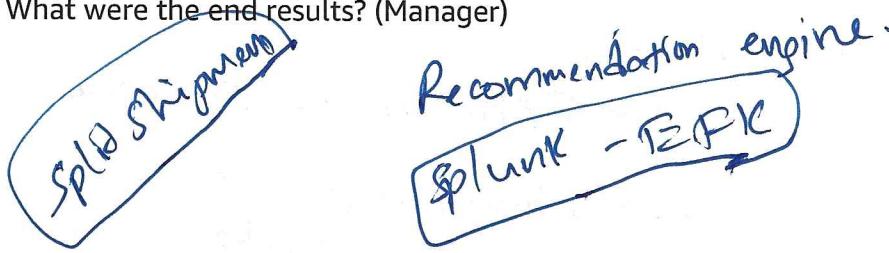
### Definition and Indicators

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.				
Concern	Mild Concern	Mixed	Mild Strength	Strength
<ul style="list-style-type: none"> <li>Spends all of the money in a budget just because it's there</li> <li>Doesn't consider budget in decision-making</li> <li>Spends excessive amounts of money on things that don't have lasting impact</li> <li>Doesn't look for ways to eliminate waste</li> </ul>			<ul style="list-style-type: none"> <li>Maximizes available resources</li> <li>Examines what it takes to achieve something and explores less costly alternatives</li> <li>Uses budget as one consideration when making business decisions</li> <li>Looks for ways to standardize processes, automate, and eliminate waste</li> </ul>	

### Frugality - Suggested Behavioral Interview Questions

Please choose 2-3 questions below for your interview.

- Give me an example of how you have helped save costs or eliminate waste within your role or organization.** What was the situation? What was the impact?
- Describe a time when you had to get a project or initiative completed with limited resources.** How did you approach the situation? What was the impact? Knowing what you know now, would you have done anything differently?
- Tell me about a time when you didn't have enough resources to do something you felt was important but found a creative way to get it done anyway.** What was the situation? What other options did you consider? How did you decide on a path forward? What was the outcome?
- 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? Would you have done anything differently?
- 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? What was the outcome?
- 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?
- Describe a time when you had to decide whether or not to award or ask for additional resources.** What criteria do you use for making the call? What was the outcome? Knowing what you know now, would you have done anything differently? (Manager)
- Give an example of a time when you challenged your team to come up with a more efficient solution or process.** What drove the request? How did you help? What were some of your biggest challenges? What were the end results? (Manager)



## HIRE AND DEVELOP THE BEST

### Definition and Indicators

Hire and Develop the Best				
Concern	Mild Concern	Mixed	Mild Strength	Strength
<ul style="list-style-type: none"><li>• Does not coach or mentor others when necessary</li><li>• Does not provide support or feedback to poor performers</li><li>• Avoids addressing performance issues when required</li><li>• Does not understand or consider the career and development goals of directs and peers</li><li>• Discourages others from seeking new opportunities at Amazon when it would be good for his/her development</li></ul>			<ul style="list-style-type: none"><li>• Invests in growth of others</li><li>• Provides regular, actionable feedback to others that could improve their success</li><li>• Recognizes and acts upon poor performance</li><li>• Learns and values the development goals of employees or teammates</li><li>• Provides appropriately challenging assignments to others</li><li>• Encourages high performers to join other teams to facilitate career growth</li></ul>	

### Hire and Develop the Best - Suggested Behavioral Interview Questions

Please choose 2-3 questions below for your interview.

*Always hire smart people*

1. Tell me about a time when you helped one of your team members develop their career. How did you help that team member? What was the result? *- technical diversity*
2. Tell me about a time when you invested in an employee's development. What did you invest in and why? What was the outcome? Can you share an example where investing in an employee's development didn't work out? *- different problem solvin*
3. Give me an example of a time you provided feedback to develop the strengths of someone on your team. Were you able to positively impact their performance? *ability*
4. Tell me about a time when you provided coaching for a team member. What started the coaching? What was the outcome? *- growth*
5. Tell me about someone you hired that you thought complemented your skills. How did you coach an individual in areas where you have a weakness? (Manager) *- low perform employee*
6. Tell me about a time when you helped a remote team member develop their career. Can you give me an example of a specific team member and how you helped them develop across the geographic distance? (Manager) *- identify his problem*
7. Describe a person who struggled to get promoted under your leadership and how you helped facilitate their success. (Manager) *- delay project, code quality*
8. Tell me about your most challenging talent review and promotion process that you conducted for your team. What made it challenging? What factors did you consider in your talent review? What factors did you consider in the promotion process? Did you incorporate a tool to counter unconscious bias? If yes, how? How do you manage perceptions of unfair treatment? What did you learn from this process? Knowing what you know now, would you have done anything different? *- unif testin*
9. Describe a time when you constructed a team to accomplish a goal. What factors did you consider in constructing the team? Did you factor diversity into your team construction? How did you balance work requirements, team skill composition, and team stretch opportunities? What do you consider when you allocate work? How did you ensure team members were able to work effectively together? Would you have done anything differently? (Manager) *- focus in commun*
10. Tell me about a time when you had a low performing individual on your team. How did you deliver feedback? Did their performance improve? (Manager)  
*- trainin  
- Review.*

## INVENT AND SIMPLIFY

### Definition and Indicators

Invent and Simplify				
<i>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 to "not invented here." As we do new things, we accept that we may be misunderstood for long periods of time.</i>				
Concern	Mild Concern	Mixed	Mild Strength	Strength
<ul style="list-style-type: none"><li>Accepts current processes even if there is room for improvement</li><li>Creates a cumbersome process to solve a short-term problem</li><li>Allows complex processes to exist within their control</li><li>Doesn't share discoveries and insights with others</li><li>Only focuses on ideas and resources that can be gathered internally</li><li>Discourages others from exploring new ideas</li><li>Looks for a standard process or series of steps to copy</li><li>Speaks at length about the difficulty of doing something without naming ideas for a better process</li></ul>			<ul style="list-style-type: none"><li>Generates new ideas or methods for solving a problem</li><li>Identifies areas for improvement and deliver new features that are scalable and avoid unnecessary complexity</li><li>Actively gathers ideas from a wide range of internal and external sources</li><li>Focuses on solutions that will impact the customer experience long-term.</li><li>Seeks out opportunities to improve a product or process.</li></ul>	

### Invent and Simplify - Suggested Behavioral Interview Questions

Please choose 2-3 questions below for your interview.

1. Give me an example of a complex problem you solved with a simple solution. What made the problem complex? How do you know your solution addressed the problem?
2. Describe the most innovative thing you've done and why you thought it was innovative. Ask for one or two more examples to see if it's a pattern of innovative thinking. What was the problem it was solving? What was innovative about it?
3. Tell me about a time when you were able to make something simpler for customers. What drove you to implement this change? What was the impact?
4. Describe a time when you influenced and drove new thinking and innovation out of your team. Give an example of how your approach led to a specific innovation.
5. Tell me about a time when you had a challenging problem or situation that the usual approach wouldn't address. How did you select an alternative approach? What alternative approach(es) did you consider? What was the end result? What was the impact?
6. Tell me about a novel idea you had or decision you made that had a big impact on your business. What was novel about it?
7. Tell me about a time when you enabled your team/a team member to implement a significant change or improvement. What problem were you trying to solve? How did you measure success? What was the end result/impact? (Manager)

Improving product details

→ removed latency

→ small rest service / progress

- Headless by API client

## OWNERSHIP

### Definition and Indicators

Ownership				
<i>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 team. They never say "that's not my job."</i>				
Concern	Mild Concern	Mixed	Mild Strength	Strength
<ul style="list-style-type: none"> <li>Makes decisions for short-term team success rather than long-term value</li> <li>Describes setbacks or problems without talking about how to address them</li> <li>Relies on others to remove roadblocks</li> <li>Avoids tough decisions</li> <li>Avoids addressing problems that are in others' work areas</li> <li>Blames others for setbacks</li> <li>Assigns work to others because the work is undesirable</li> <li>Walks away if there are too many difficulties</li> <li>Creates solutions that negatively impact other teams</li> </ul>			<ul style="list-style-type: none"> <li>Actively makes improvements outside of one's area of responsibility</li> <li>Makes decisions that consider risks and future outcomes</li> <li>Makes decisions that are scalable and contribute to long-term success</li> <li>Takes the lead in solving problems</li> <li>Takes accountability for dependencies and their work</li> <li>Takes ownership for mistakes</li> <li>Accepts responsibility</li> <li>Inspires others to take ownership</li> <li>Sees things through to completion</li> </ul>	

### Ownership - Suggested Behavioral Interview Questions

Please choose 2-3 questions below for your interview.

- Tell me about a time when you took on something significant outside your area of responsibility.** Why was it important? What was the outcome?
- Describe a time when you didn't think you were going to meet a commitment you promised.** How did you identify the risk and communicate it to stakeholders? Is there anything you would do differently?
- Give me an example of 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.**
- Tell me about a time when you made a hard decision to sacrifice short term gain for something that would create long term value for the business.** What was the outcome? Knowing what you know now, would you have done anything differently?
- Describe a time when you had to transition a project you owned to a new owner.** What steps did you take to make sure the transition went smoothly? Tell me about a time that you chose to get involved in a project that you had already transitioned to somebody else. What was the situation? Why was it important to get involved?
- Tell me about a time when you saw a peer struggling and decided to step in and help.** What was the situation? Why did you decide to step in? What actions did you take?

→ Database + o ISAP/SAP Data base - APSS

~~ISAP~~