

在讨论LP之前，我们先讨论一下如何开始一场interview 以及如何professional 的结束它。很重要。这些细节虽然不会直接起决定性的作用，但我觉得会给面试官留下一个好的印象。

1. 上来先尬聊，不要冷场。尽自己最大的努力，把场子活起来。以下是一些可开头的句式：

"How are you?/How are you doing today?/Are u currently working from home?"

"Hey! How is it going?! God, I don't even remembr how long I have been working from home, feels like longer than it actually is."

"I am actually really excited about the interviews, this is the only chance to talk to someone outside of my apartment" 此时配上你的性格大笑。

"How are things in Seattle? People start to wear masks and take things seriously now, hope it gets better soon!"

2. 准备一段30-40s内的pitch(网上example很多，但肯定需要有的姓名、学校、专业、毕业时间、感兴趣的领域、两三句经历介绍等)

pitch很容易被大家忽视，但它重要的程度不亚于任何LP的问题。为什么？因为不只是亚麻，你去参加任何一个面试或者career fair都会要给对方自我介绍。

3. 面试中/Coding中

1.1 如果你可能会沉默一会，要告诉面试官：

"Hi, if I am silent for a couple secs/mins, I am just thinking through the question."

1.2 如果面试官问你这道题是不是做过

"I do not have the chance to solve exactly question before, but this question is a very typical DFS/BFS/Graph等等 problem. I do prepare because I take this opportunity seriously. I don't want to waste the opportunity and I don't waste your time."

1.3 如果面试官问到某个你不会的skill/framework/language

I do not have a chance to go deep about it but I am very interested in growing my skills in this area. I am a fast learner and making the transition won't be a challenge.

1.4 Coding中可用句子

Ok. Perfect. Thank you very much!

Is that a good understanding of it? I am more comfortable with Java. So I will start my method signature with Java.

So now I have my method signature, I will run a couple of simple examples to illustrate my thoughts.

What are input/output types? Could I name the variables like....?? Further question: ....(ensure the inputs are valid, form well)

I think I could break down my pseudo code into this...Does this look like an ok approach?

4. Question to Ask Interviewers (Google上很多例子，可以自己选择)

What is your favorite part working here?

What is your favorite Amazon leadership principle and why?

What is the team culture like?

What do you think are the most important qualities for someone to be really successful in this position?

What are the common career paths in this department?

What are the biggest challenges the company is facing right now?

What is the typical day at Amazon?

5. 结束后

It's a pleasure to be here and I am very excited about this opportunity.

Thank you for giving me this great opportunity to interview today.

I am very excited to have the opportunity to be interviewed here on Amazon.

记住说：Have a great day.

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现在聊一下LP热门考题和其考察的点，非常建议大家准备下面👉 几个题目就可以了，每个题目准备一个故事，实在没有的，就两个题目公用一个故事。我个人觉得没有必要每一条LP都准备一个故事。之前亚麻HR有和我提到过，说是一个故事最好不要对超过两个面试官使用，如果能下面每个题目都准备一个故事，我个人觉得妥妥管够。每一个LP问题都可以从我推荐的地里经典帖子里找到别人写的故事。我自己就不嫌丑了，帖子里的故事写得非常棒以及上面👉 的youtube小哥做的视频里也有故事而且答得也都很好

Tell me about a time you failed/ The biggest mistake you made

→ 对应的是 earn trust, customer obsession

错误不能是致命伤，突出的是为了customer坚持了什么，没有customer的换成老师同学小组都可以。

Take a risk, or do not have much time, to make a decision/ Tell me about a time when you had to work on a project with unclear responsibilities.

→ 对应的是 Bias for action, Ownership.

是行动优先，而且是要突出当仁不让，有责任心能顶上的意识。比如customer找不到人刚好你在，你能主动做些事。

Challenging client-facing situation/ Disagree with teammate or manager/ Tell me a time when you did something without asking approval from your manager

→ 对应的是earn trust

这个很多人没对准，记住不是强行说服或者没什么理由的顺应别人，为了customer或者最重要目的所以不同意别人。都是好说辞，和事佬的说法是偏题。

介绍背景，说出分歧。然后说自己怎么做，可以是讨论trade off，可以是坚持高标准..等 结局一定说最后的选择是对的。 It proved to work well.

Most challenging/proudest project/Tell me a time you solved a complex problem

→ 对应的是highest standards, think big

要讲自己怎么走出comfort zone，当然舒适区本身也是一道题。

扣题，怎么复杂，是deadline 紧，还是技术复杂，你怎么做的，学习了新技术，use my priavte time to work on it 等等 最后说结果或者说通过这个process 你学到了什么

Miss deadline 对应的是customer obsession, Deliver Results.

要突出怎么让影响最小，让customer不受影响。讲你自己的影响就偏题了。

解释为何会miss 你是怎么把损失降到最低的，最后结果是好的，影响不是很大

Tell me a time when you received negative feedback

先介绍背景，别人对你哪里不满意了，简单说以下就行，不要说很多别人如何对你不满，也不要sugar coat 说自己其实没错。重点放在自己怎么解决这个问题，以及学到了什么。结果一定是好结果

Tell me about a time when you gave a simple solution to a complex problem/ Find a new way to do something

这个问题一定要让面试官信服你说的例子。先说一般的方法很耗时，自己找到一个方法很快就完成并且Deliver 了，而且很稳定，没出过问题，结果要是好的。

亚麻军规14条(LP 14)：

顾客至上：永远站在顾客的视角上看待问题

领导视角：目光长远，相对于完成短期工作任务，更关注对于公司的长期收益

创造优化：不断创新，并且精简工作中不必要的流程

洞察预判，挑战自己：用直觉为公司做判断

不断学习：做一台没有感情的学习机器

选择最优：总裁养成计划：会用人也会培养人

坚持最高标准：完美主义+强迫症：对自己对团队最高要求，从长计议，长期收益永远高于短期收益

大智慧全局观：想的多、想的远、想的“强”(揽客思路要强)

行动是第一生产力：敢冒险勇担责

勤俭持家从我做起：doing more with less

获取信任：与用户、同事、上司建立信任关系

注重细节：细节决定效率和成败

保持不同观点：希望听见不同的声音和可取的建议，一旦下了决定就会绝不言弃

结果导向：为最终的目标而努力

1. Tell me about a time you had to quickly adjust your work priorities to meet changing demands.
2. What did you do when you needed to motivate a group of individuals?
3. Give me an example of a time you faced a conflict while working on a team. How did you handle that?
4. The last time you had to apologize to someone
5. Describe a long-term project that you managed. How did you keep everything moving along in a timely manner?
6. Describe a situation when you negotiated with others in your organization to reach an agreement.
7. Tell me about a time when you received negative feedback from your manager. How did you respond?
8. Tell me about a time when you missed an obvious solution to a problem
9. A time when you faced a problem that had multiple possible solutions
10. Tell me about a time when you were 75% through a project, & you had to pivot strategy
11. Tell me about a time you had to deal with ambiguity
12. Tell me about the toughest decision you've had to make in the past six months
13. What's the most innovative new idea that you have implemented?
14. Tell me about a time you stepped up into a leadership role
15. Describe a time when you sacrificed short term goals for long term success
16. Tell me about a time when you had to push back to HQ or challenged a decision
17. We all deal with difficult customers from time to time. Tell me about a challenging client-facing situation and how you handled it.
18. Tell me about a time when you were not able to meet a time commitment. What prevented you from meeting it? What was the outcome and what did you learn from it?
19. Tell me about a time you failed and what you learned from it
20. What's your strength / weakness
21. Tell me about yourself
22. Why Amazon

还有要注意的就是如果讲failure就要用STARL，加一个learning，其实如果不主动讲learning，一般面试官也是问你的。自己准备了才知道如何回答。

1. Can you tell me more about the day-to-day responsibilities of this job?
2. How do you define success for this position? What metrics are you using to measure my accomplishments?
3. Do you have any hesitations about my skills or experience for this job?
4. Where do you think the company is headed in the next 5 years?
5. What are the biggest opportunities facing the company/department right now?
6. What have been the biggest challenges this year for the team?
7. What do you like best about working for this company?
8. What are the opportunities for advancement and growth in this position?
9. Why did you decide to join this company?
10. What are your favorite and least favorite things about working here?

我自己最后面试把所有的问题就分了几类，实际面试时那么多的bq也没跳出去这几类。就是要每类准备几个例子。

其实bq问题准备多了，实际操作意义不大，因为想不起。楼主听到bq，立马就分类了，也知道用什么LP，例子也想起来好几个，但是你需要根据具体的bq场景组织语言，思考个半分钟都会感觉时间长，因为面试官就等着敲键盘呢。所以复杂的bq操作没实际意义。

开始回答前最好把面试官的问题写下来，要不你讲一半，还要和面试官conversation几次，可能最初的问题就模糊了，因为你最后需要扣题，所以最好开始写下来。

楼主的bq回答过程是：

听到bq，并和面试官确认清楚，避免回答错了。(这段时间也能同时大脑里给问题归类)

用电脑记录下面试官的问题，简单的几个字就好。为了最后扣题用。

定位bq问题的分类，对应的PL，找其中一个例子回答。

用STAR(L)，ST的时候要点题，RL的时候要扣题。这样你的回答思路很清晰，面试官的答案结构明朗，最后简单的和你确认下故事就ok了。点题和扣题其实直接说PL的关键字也没问题。不需要太隐晦。

bq里面 failure问题很关键，需要多准备几个例子。楼主准备了5个。

如果没太多时间准备亚麻的bq，可以按照楼主最后总结的分类：

1 Failure: (Customer Obsession, Earn Trust )

五个例子

2 most challenging (Insist on the Highest Standards, Ownership , Learn and Be Curious )

三个例子

3 miss deadline (Customer Obsession, Deliver Results , Ownership, Dive Deep)

两个例子

4 conflict (Customer Obsession, Earn Trust )

两个例子

5 took a risk, or do not have much time to make a decision (Bias for Action, Ownership )

三个例子

6 challenges from customers. (Customer Obsession, Earn Trust )

一个例子

7 negative feedback (Earn Trust )

一个例子

8 sacrifice short for long goal (Think Big)

一个例子

9 tough decision (Bias for Action )

一个例子

General bq

Why amazon

Introduce yourself

Weakness and strength

整个bq准备其实没什么需要死记硬背的，效果也不好。

故事自己写的，不需要背。大声的给自己讲一遍就好。有些细节忘记没关系。面试官不清楚的会followup的

问题分类和对应的LP也是很好理解的。比如Failure，肯定对应Customer Obsession，还有就是earn trust. 比如negative feedback，肯定是需要改进，重新获得信任啊对应earn trust。

还有就是例子，哪来的这么多例子呢？

例子肯定准备的越多越好，不重复

一个例子可以套进几个分类中，但是从不同的角度回答。（最开始把题目写下来的重要性，同一个例子，不同角度的点题和扣题）

亚马逊面试的特点之一是非常重视behaviour questions，称之为Leadership Principles。对于大部分公司而言，behaviour questions都相对比较简单，或许都不需要认真准备。而亚马逊面试，需要好好准备，否则很有可能因为这失败。我有幸面试了亚马逊，尽管在代码上出了点问题没有通过（后面会再写个面经的帖子），但behaviour questions面的很好。这里把我的经验和总结的高频题目分享给大家，希望能帮助到将要面试亚马逊的朋友。知道很多朋友积分都不够，所以我就不设置积分门槛，不管多少积分都可以看到。如果大家觉得有用，还请不吝加米或者点赞回复等。

我觉得为了有效的准备Amazon behaviour questions面试，可以提前想15个左右的小故事。如果时间充裕，准备更多故事也可以，但是太多故事很可能记不熟练。对于这些小故事，一定要背的很熟练。不需要每个字都背，但是争取要点都背下来，这样面试时讲的稍微有点不一样也没有关系。对于每个小故事，可以想想它能够用于那些Leadership Principle和不同的问题。同一个故事，叙述的角度稍微不一样，就可以用于多个不同的Leadership Principle。

亚马逊有16条Leadership Principle，但针对码农类的不会都考察，如Strive to be Earth's Best Employer。下面我列出常考的Leadership Principle和对应的高频问题。

Leadership principle: Delivery Results

Questions:

Tell me your most difficult/proudest project

Tell me a time that you have to work under tight deadline

Leadership principle: Have Backbone; Disagree & Commit; Disagree and commit

Questions: Tell me a time you had conflicts with others(colleagues/boss)

Leadership principle: Insist on highest standards

Questions:

Described a time you refuse to compromise on the standards? What was the result?

Tell me about a time you had to make a decision to make short-term sacrifices for long-term gains.

Leadership principle: Invent and simplify

Questions: Please tell me a time you make a simple solution to a complex issue, follow up: Why is that complex, how you find out the solution, and why do you think your solution/implementation can benefit your client?

Leadership principle: Bias for action

Questions: A time where you've taken a calculated risk where speed was crucial? What was the situation? How did you handle it? What steps did you take to mitigate the risk? What was the outcome? Knowing what you know now, would you do something differently?

Leadership principle: Are right a lot about decisions

Questions:

Tell me a time that you have to make a decision between standard and delivery?

Tell me a time you made a decision without data

Leadership principle: Customer Obsession

Questions: tell me a time you dealt with a difficult customer(can be external or internal)

Leadership principle: Earn Trust:

Critical feedback to improve communication

Leadership principle: Learn and be curious

Question: Tell me a time when you took on work outside of your comfort area.

Leadership principle: Ownership

Question: Tell me a time that you have to make a decision between standard and delivery?

还有一些问题我不是很清楚到底属于哪一类，但是出现的频率也很高：

Tell me a time you failed to meet the deadline

Tell me a time you made a mistake

上面两题答案应该侧重于那些地方做的不够好，如何改进，以及结果，如今后没有再犯类似的错误了

Have you ever created a metric that helped identify a need for a change in your department?

如果面试的级别比较高，或许还会问如何帮助初级员工成长

最后推荐一些有用的网上课程和视频：

Grokking the Behavioral Interview (from <https://www.educative.io/>)

看到有不少朋友收藏了帖子，我很受鼓舞。这里具体谈下该怎么回答亚马逊的Leadership Principle问题。亚马逊推荐的回答方式是，STAR，(S for situation, T for Task, A for Action, R for result)。我觉得Situation和Task一般不用很长，Action是重点，Result也一定要总结下。

网上很多人推荐一个问题争取用时10分钟，我个人觉得或许有点太长了，因为10分钟可以讲很多内容。我觉得其实回答一个问题，用时四五分钟就可以。根据我的经验，每一轮都有follow up问题。behaviour question每轮大概用时不超过20分钟，回答2个问题和follow up问题时间过的很快，不知不觉就到了20分钟。我准备的答案一般都是在5分钟之内讲完，最终证明效果很好。

另外或许有的朋友工作中没有那么多故事讲，我觉得可以上网找些素材，稍加改动就可以变为自己的故事。只要言之有理，能够自圆其说，我觉得没什么问题。

我以问题Tell me a time you have to work under the tight deadline做个解答：

Situation:

I have faced quite a few instances in my career where I have had to work to tight deadlines. However, one occasion that particularly stands out was during my tenure as a Lead Software Developer at my previous organization. We were working on a major product launch but midway through the project, our senior management made the difficult decision to move the deadline up by several weeks, due to change of the market condition. This left us with significant amount of work to complete in a much shorter time frame.

Task: So the challenge was how to finish the work within the deadline.

Action: To tackle the challenge, I did a few things.

Firstly, I sat down with the team and re-evaluated our project timeline. It was essential for everyone to understand the situation we were in and the new expectations. I then strategically prioritised the tasks based on their impact on the project, identifying which tasks could be done concurrently and which tasks were dependent on others.

Secondly, I identified two developers from other teams that could help the project based on their experience and skillset. Then I asked the management to allow them pause what they worked and helped on the project for a while and the request was approved.

Thirdly, I discussed with the team and suggested to put in some extra hours each week. I explained to the team that no one liked working overtime, but this was really needed in such a critical time when meeting the deadline is extremely important. So all the team members agreed to put extra hours every week. I understood that people might have difficulties to work overtime at times so I maintained an open line of communication for any team member to express concerns or issues.

After this, I implemented a more rigorous daily check-in to keep track of the project's progress. This not only helped in identifying any potential roadblocks early but also ensured that everyone was aligned on the project status and the tasks they were responsible for.

Simultaneously, I kept the management informed of our progress. Transparency was crucial, so I made sure to provide regular updates, reassuring them that we were doing our utmost to meet the revised deadline.

Result:

Eventually, I was able to lead the project to completion on time without compromising on the quality of our work. It was a very challenging period, but it underscored the importance of strategic planning, effective communication, and teamwork when working under tight deadlines.

一般follow up的问题就是问些细节，所以故事可以准备的具体些