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12 LESSONS FROM MY  
12 YEARS AT AMAZON

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ON SEPT 2ND I BID FAREWELL TO  
AMAZON  
AFTER A 12 YEARS RUN.

99.42% OF AMAZON EMPLOYEES WERE  
HIRED AFTER ME.



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HERE IS MY HUMBLE EFFORT TO CAPTURE  
12 LESSONS FROM MY  
12 YEARS AT AMAZON

## 1.DON'T BE AFRAID TO BE AUTHENTIC.

I AM INTROVERT AND SOCIALLY AWKWARD. I DON'T MAKE CHARISMATIC FIRST IMPRESSIONS. AND THAT'S OK. I HAVE GOTTEN BETTER AS I LEARNT SOME STRATEGIES.

BUT ALL MY SUCCESS HAS BEEN BECAUSE I DOUBLED DOWN ON MY STRENGTHS. IN BUILDING GREAT DIVERSE TEAMS, AND SETTING UP MY TEAMS TO THRIVE AND INNOVATE.

ONCE I GOT COMFORTABLE BEING AND SHOWING MY AUTHENTIC SELF, I FLOURISHED.

FIND WHAT GIVES YOU ENERGY.

FIND WAYS TO CONTRIBUTE TO THINGS THAT GIVE YOU ENERGY, EVEN IF IT IS OUTSIDE YOUR JOB DESCRIPTION.

2.TAKE EXTREME OWNERSHIP FOR YOUR WORK'S IMPACT.

NOBODY HAS EVERYTHING FIGURED OUT.

EVERYONE IS WINGING IT TO THE BEST OF THEIR ABILITIES.

TAKE EXTREME OWNERSHIP FOR YOUR WORK'S IMPACT.

DEEPLY UNDERSTAND YOUR CUSTOMER.

MY BIGGEST MISTAKES HAPPENED WHEN I LET THE

"HOW TO BUILD?"  
DERAIL MY FOCUS FROM  
"WHAT'S THE RIGHT THING TO  
BUILD FOR THE CUSTOMER?"

3. PEOPLE WHO CHALLENGE YOU AND  
MAKE YOU UNCOMFORTABLE ARE YOUR  
FRIENDS.

CHALLENGING SITUATIONS TEACH YOU A LOT  
ABOUT YOURSELF.

THERE IS NO WAY TO GET STRONGER AND  
CAPABLE WITHOUT STRUGGLE.

4.YOUR GROWTH IS EXPONENTIAL WHEN YOU WORK AT A PLACE THAT DEMANDS A LOT OUT OF YOU.

YOUR ENVIRONMENT HAS A BIG IMPACT ON HOW YOU GET WIRED.

YOU SUBCONSCIOUSLY PICK UP THE STYLE OF THE PEOPLE YOU ADMIRE.

AMAZON DEMANDS HARD WORK. IT GETS THE BEST OUT OF YOU.

WORKING HARD IS SUPER IMPORTANT.

HOWEVER, WHAT YOU WORK ON AND WHO YOU WORK WITH, AND THE LEVERAGE YOU BUILD ARE MORE IMPORTANT THAN HOW HARD YOU WORK.

## 5. SMALL THINGS BECOME BIG THINGS.

MOST OF THE BIG THINGS WE DID STARTED OFF AS A SMALL SIDE JOB FOR 1 PERSON.

ALEXA, PLATFORM REWRITES, NEW PLATFORMS, RETURNSHIP PROGRAM, ALL STARTED OFF SMALL. BUT BECAME MULTI-MILLION DOLLAR INVESTMENTS.

## 6.NEVER LET A CRISIS GO TO WASTE.

SOME OF THE MOST IMPACTFUL WORK WE DID WAS IN THINKING BIG DURING A CRISIS.

CV2 WAS AFTER SAFARI BROKE OUR CHECKOUT.

WE BUILT THE NEW METRICS PLATFORM AFTER A PAINFUL SEV2 EXPOSED HOW UNDER INVESTED WE WERE ON OUR DATA.

CRISIS ARE THE FERTILE GROUND FOR IMPACTFUL WORK.

7.FASTEST WAY TO BE SUCCESSFUL IS  
TO ROOT FOR OTHERS' SUCCESS.

THE MORE PEOPLE YOU CAN MAKE SUCCESSFUL,  
THE BETTER WILL BE YOUR JOB SATISFACTION.

AND HIGHER YOUR LIKELIHOOD OF SUCCESS, LONG TERM.

IT'S WAY MORE FUN.

8. FAILED LAUNCHES TEACHES YOU MORE THAN SUCCESSFUL ONES.

DEPRECATING SERVICES TEACHES YOU MORE THAN LAUNCHING NEW STUFF.

A STRONG TEAM MATE QUITTING TEACHES YOU MORE THAN A STRONG NEW HIRE JOINING.

YES, LAUNCHING NEW STUFF IS SHINY AND FUN.

BUT BIGGER LEARNINGS ARE IN ELEGANTLY OPERATING, GRACEFULLY DEPRECATING AND RECOVERING FROM MISTAKES.

9. INNOVATION IS SUPER FUN AND IMPACTFUL. BUT THE CULTURE OF INNOVATION NEEDS CONSTANT NURTURING.

WHEN WE EXPERIMENT, ITS NOT ENOUGH TO HAVE OPTIMISM AND CREATIVITY.

WE NEED DISCIPLINE AND GRIT AND MECHANISMS TO FOLLOW THROUGH AND ITERATE ON IDEAS.

IF YOU KNOW ITS GOING TO SUCCEED ITS NOT AN EXPERIMENT.

YOU NEVER KNOW WHICH IDEAS WILL BE YOUR HOME RUNS.

BUT THE ONES THAT ARE SUPER HITS WILL MORE THAN OFFSET THE FAILED ONES.

## 10. DON'T COMPETE. CREATE.

DON'T JUST COMPETE WITH YOUR PEERS FOR SHINY WORK.

IT'S WAY MORE IMPACTFUL, EXCITING, FUN, EDUCATIONAL EXPERIENCE TO **CREATE WORK THAT MATTERS** FOR THE CUSTOMER.

THERE ARE **NO BORING JOBS**. THERE ARE ONLY BORING PEOPLE WORKING AT THOSE JOBS.

ANY WORK THAT MATTERS TO THE CUSTOMER **CAN BE MADE EXCITING**.

11. LEADERS ARE ONLY AS SUCCESSFUL AS THEIR TEAM.

DOES NOT MATTER HOW SMART THE LEADER IS. SUCCESS DEPENDS ON THE TEAM.

BUT THE TEAMS FAILURE IS ON THE LEADER.

TO GET THE BEST OUT OF YOUR TEAM, TAP INTO PEOPLE'S PASSION. TO KNOW PEOPLE'S PASSION YOU NEED TO UNDERSTAND THEM. BOTH UNDERSTAND WHAT PEOPLE SAY AND DON'T SAY.

YOUR PEOPLE WILL NOTICE WHEN YOU CARE. AND THE ONLY WAY TO SHOW YOU CARE, IS TO DEEPLY CARE.

(FEELING HUMBLED AND HONORED THAT THIS WAS ONE OF THE BIGGEST THEMES IN MY FAREWELL MESSAGES.)

12. AT THE END OF THE DAY, WHEN  
YOU PACK UP, YOU ONLY REMEMBER  
THE PEOPLE.

THE BONDS, THE LAUGHTER, THE FUN, THE  
TEARS, THE CELEBRATIONS.

YOU MAY REMEMBER SOME REVENUE GOALS,  
LAUNCH DATES, OUTAGES, COE'S.

BUT THOSE MEMORIES WILL BE FUZZY,  
COMPARED TO YOUR MEMORIES OF THE  
PEOPLE AND THE CAMARADERIE .

LIKE WEALTH, RELATIONSHIPS COMPOUND  
OVER TIME.

INVEST IN THOSE KEY RELATIONSHIPS.



THANK YOU AMAZON. THANK YOU MY  
WONDERFUL TEAM.  
THANK YOU AMAZON FRIENDS.

I WILL FOREVER BE AN AMAZONIAN AT  
HEART.

