



Amazon's Leadership Principles

Leadership Principles	Explanation	Example
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.	<ul style="list-style-type: none">• A time you used customer feedback to drive improvement• Most difficult customer interaction• A time where you had to balance the needs of the customer vs. the business
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".	<ul style="list-style-type: none">• A time you took on something significant outside your responsibility• A time you made a decision to sacrifice short term gain for a longer-term goal• A time you saw a peer struggling and decided to step in and help
Invent and Simplify	Expect and require innovation from yourself and those around you—always find ways to simplify. Leaders 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.	<ul style="list-style-type: none">• The most innovative thing you've done and why you think it's innovative• A time where you solved a complex problem with a simple solution• A creative idea you had that ended up being difficult to implement
Are Right A Lot	Strong judgment and good instincts. We believe we can operate most efficiently when the right decisions are being made at the lowest level possible. As such, all Amazonians are expected to exercise good judgment and make sound decisions. While we expect our leaders to provide vision and direction, our culture of innovation and bias for action will come to a standstill if every individual decision has to be made by upper levels of management	<ul style="list-style-type: none">• A time you made a difficult decision and how you knew it was the right decision.• A time you made a decision without data• A time you made a bad decision and how you learned from it



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Learn and Be Curious	Leaders are always seeking improvement—curious about new possibilities and love to explore them. Leaders are never done learning, Amazon exists in an ever-changing environment. We have to be ready for tomorrow's challenges, not just really good at what we do today. And to do that, we must continually push ourselves to learn.	<ul style="list-style-type: none">• A time you realized you needed to have a deeper level of subject matter expertise to do your job well• A time you took on work outside of your comfort area and found it rewarding• A time you didn't know what to do next or how to solve a challenging problem• The coolest thing you have learned on your own that has helped you better perform your job
Hire & Develop the Best	Raise the performance bar with every hire & promotion. Recognize talent, and willingness to move them throughout the organization. Amazon has a high hiring bar. We have the courage to hire people who may be smarter than we are. We don't look for a body to fill an open position – we look for people who won't be satisfied to do the same job day after day – ones that will challenge the status quo and make us better	<ul style="list-style-type: none">• How you help your team members develop their careers• A time when you provided feedback to develop & leverage the strengths of someone on your team.
Insists on Highest Standards	Have relentlessly high standards and continuously raise the bar/drive others to do the same. Amazon is known for maintaining a high hiring bar. But, that is only the starting place for Amazon employees. We understand that today's standards will not be sufficient for the future. Everyone is expected to raise their own bar to meet the continuing demands of the company and our customers	<ul style="list-style-type: none">• A time you were unsatisfied with the status quo. How would you change it?• Describe the most significant improvement project you've led• How do you seek out feedback on performance?
Think Big	Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. Thinking big is a great way to challenge our assumptions about what's possible. It shocks us out of looking for problems that have simple solutions, and is a critical ingredient in inventing our way out of dead ends	<ul style="list-style-type: none">• A time of a radical approach you proposed to solve a big problem• A time when you took a big risk and it failed



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Bias for Action	Speed is crucial at Amazon—value calculated risk taking. We're called to balance Dive Deep with Bias for Action. That means we'll move ahead, even when we don't have perfect information. Sometimes it pays off well, and sometimes it doesn't. But every time it doesn't, we often learn more than we would have if we succeeded.	<ul style="list-style-type: none">• A time where you've taken a calculated risk where speed was crucial• A time you made an important decision without consulting your manager• A time where you were able to remove serious roadblocks preventing progress
Frugality	We try not to spend money on things that don't matter to customers. Frugality breeds resourcefulness, self-sufficiency and invention. Frugality isn't about being cheap. It's about spending money on the things that are important to our customers and to the long-term success of our company. As in many other things, we always keep the long view in mind when we make decisions about spending. We don't skimp on things that will improve our productivity or efficiency in the name of Frugality	<ul style="list-style-type: none">• A time you helped save costs or eliminate waste within your role or organization• A time when you had to get a project or initiative completed with limited resources• A time when you had to make tradeoffs between quality and cost.
Earn Trust	Listen attentively, speak candidly, and treat others respectfully. We must actively listen to and engage our most ardent critics, recognizing that we're on the same team, and passionately argue on behalf of our customers. We also earn trust by being really good at what we do. We earn trust with our team mates by working collaboratively, focusing on the customer.	<ul style="list-style-type: none">• A time you significantly contributed to improving morale and productivity on your team• Three things you're working on to improve overall effectiveness• A time you received tough or critical feedback
Dive Deep	Stay connected to details, audit frequently, and question when metrics differ. Leaders understand the inner workings of the things they own. They're willing to get their hands dirty. Dive deep is getting to the root cause.	<ul style="list-style-type: none">• A time you were trying to understand a problem on your team and had to go down several layers to figure it out• A time you linked two or more problems together an identified an underlying issue• A specific metric you have used to identify a need for a change in your department



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Have Backbone; Disagree & Commit	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	<ul style="list-style-type: none">• A time when you strongly disagreed with your manager on something you deemed very important the business• A time when you submitted a good idea to your manager and he/she did not act• A time you took an unpopular stance in a meeting with peers/leaders• A time you decided to go along with the group decision even if you disagreed
Delivers Results	Focus on key inputs and deliver with high quality in a timely fashion. Deliver Results is the practical application of the rest of the leadership principles. Deliver Results is about honoring our commitments – to our customers and to each other. It's about finding a way around the inevitable obstacles that would block us. It's about inventing our way out of a bind and getting the job done. Ultimately it is the way we validate the trust others put in us.	<ul style="list-style-type: none">• A time you were driving toward a goal and realized more than half way in that it may not be the best goal• A goal you set that took a long time to achieve/are still working towards• A time you delivered a project under a tight deadline
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 have a vision for and commitment to their employees' personal success, whether that be at Amazon or elsewhere	<ul style="list-style-type: none">• A time when you helped build a more inclusive working environment• A time when you advocated for someone who had less influence or seniority than you• A time when you supported or empowered someone else on your team to achieve a professional or personal goal.
Success and Scale Bring Broad Responsibility	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	<ul style="list-style-type: none">• A time you worked on a project that had impact beyond your immediate client/customer/organization.• A time when you decided to change a decision because of unintended consequences for your customers.