**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.**

**O ponto de partida dos líderes é o cliente. Eles trabalham com determinação para conquistar e manter sua confiança. Líderes estão atentos à concorrência, mas sua obsessão é pelos clientes.**Case: Soccer - The biggest sponsorship Project of Globo

**Situation:** Globo has the most relevant sponsorship project in terms of investment and media delivery here in Brazil. It’s launched every year for the market with six quotas for advertisers, and it represents almost 10% of all revenue for Globo. It’s necessary to maintain and grow the relevance of this project.

**Task:** My task was to develop digital media opportunities for this project that brings relevance for the advertisers and more investment for Globo.

**Action:** I scheduled meetings with the sponsors and ad agencies to understand how they perceive the project and, most important, understand their needs.

I could understand that they needed to be able to: continue the communication on other platforms in a relevant way; they needed to engage with their customers; they needed to deliver the right message to the right audience using data.

After that, I have connected to other internal Globo areas aiming to create new things in the project that could bring more relevance for the advertisers: new possibilities in a soccer fantasy game for engagement, the possibility for the viewers to interact with the broadcast tv through mobile phones for more data, development of a new service of performance (a new team that started to be responsible to optimize the campaigns of the sponsors in the digital ecosystem)

**Results:** In all the years that I have worked on this project, we could sell all the quotas and increase the investment in the digital part from 5MM per quota to 15MM per quota.

Our performance team that started to work on this project, increased the average by 50% of the CTR of our sponsors.

* ["Tell me about a time when you had to deal with a very difficult customer."](https://www.tryexponent.com/questions/1002/tell-me-about-a-time-when-you-had-to-deal-with-a-very-difficult-customer-)
* ["Describe a situation where you negotiated a win-win."](https://www.tryexponent.com/questions/904/describe-a-situation-where-you-negotiated-a-win-win-situation-)

**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”.  
  
Líderes agem como donos do negócio. Eles pensam longe e não sacrificam valores de longo prazo por resultados imediatos. Tomam atitudes em nome de toda a empresa, e não apenas do próprio time. Líderes nunca dizem "este não é o meu trabalho"**

Case: Projeto Ideação Globo – how to achieve 100MM through a new business – I always participate and the last time I have been selected as the second-best idea.

**Situation:** Every year Globo launch a non-mandatory contest for the employers, which they need to develop a new idea that will bring a revenue of 100MM (BRL) in five years.

**Task:** I always care too much about the future of Globo and I enjoy bringing new ideas in a way that I put myself in the shoes of the owner.

**Action:** In the last year, I participated in the contest, and I brought a new idea based on studies that I’ve analyzed and could notice that: Social-commerce, vertical video, and live commerce were growing a lot all World, mainly in China (Brazil normally repeat trends that happen there).

Through studies, I could understand that the consumers are watching more and more vertical videos and they have much more chances to buy something that one person recommends.

Considering that, I developed one idea that Globo could have one platform using all your influencers, producing vertical video content which brands would be able to advertise their products and buy media placements.

**Results:** My idea has been selected for the final stage, but I didn’t win the contest. After some months part of my ideas were launched separately: live shopping streaming, shoppable ad, and vertical ads. All those things are generating new lines of revenue for Globo -> since the beginning of the year, it got revenue of 500k dollars.

* ["Tell me about a time you made a bold and difficult decision."](https://www.tryexponent.com/questions/1367/tell-me-about-a-time-you-made-a-bold-and-difficult-decision)
* ["Describe a tough situation in which you had to step into a leadership role. "](https://www.tryexponent.com/questions/1519/describe-a-tough-situation-in-which-you-had-to-step-into-a-leadership-role)
* ["Tell me about a tough decision you made during a project. "](https://www.tryexponent.com/questions/1530/tell-me-about-a-tough-decision-you-made-during-a-project)

**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.**

**Líderes esperam e exigem inovação e invenção de seus times, sempre encontrando formas de simplificar. Atentos ao mundo lá fora, buscam novas ideias em toda parte, sem usar a desculpa do “não foi inventado aqui”. Como estamos sempre inovando, sabemos que podemos ficar incompreendidos por muito tempo.**

Case: Video Premium – Globoplay first streaming platform to use Dynamic Ad Insertion in Brazil in the linear content (not vod)

**Situation:** We have the most popular streaming platform that accepts ads here in Brazil: Globoplay, but we couldn’t take advantage of this in our live/linear content. On the other hand, advertisers need to communicate their campaigns for specific targets without wasting investment. Besides that, they need ad formats that will guarantee that the business goals will be achieved.

**Task:** I was responsible to maintain the relevance of Globo ad formats and developing new ones that were connected to advertisers' needs and trends in the market.

**Action:** One of the formats that I have developed, after looking at the market abroad, and understanding advertiser needs, was the Dynamic Ad Insertion on Globoplay. I needed to connect the tech team, editorial team, and operations team, to make it became true. We launched the first tests at the end of last year, where we change our ads from “offline buying” to new segmented ads on digital simulcast.

**Results:** This format that I was developing has been officially launched at the beginning of this year and Globo is positioning this new way of selling as itself future. Our board, in the sales convention of this year, has determined this format, which now is called “Vídeo Premium” as the most important for the company in the next years.

Also, I'm the first account executive to sell this offer bringing more than 2MM of revenue for Globo – which represents almost 30% of the digital revenue of my team.

The most important: my client is very happy with this investment, and he can talk exactly with his public in linear/live content. With a brand lift service, I could prove to him the great results – his brand is 10% more well-known, and his message could be understood by the target.

Now, this client is buying this format every month.

* "Tell me about a time where you came up with a simple solution to a complex problem." [Watch an expert answer this "Invent and Simplify" question.](https://www.tryexponent.com/courses/amazon-interview/amazon-leadership-principles/ownership-long-term)
* ["Tell me about a time when you solved a complex problem and how you went about it?"](https://www.tryexponent.com/questions/107/tell-me-about-time-solved-complex-problem)
* ["How do you handle roadblocks or obstacles?"](https://www.tryexponent.com/questions/490/handle-roadblocks-obstacles-)

**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.**

**Líderes estão certos, e muito. Eles têm bom senso e instinto aguçado. Buscam perspectivas diversas e estão dispostos a abrir mão das próprias crenças.**

Case: Growing my operations team

**Situation:** I’m working as a digital account executive in my team since 2021 July. During the last year that I’ve been in this position, I could grow/double the active clients and the number of campaigns running. While it happened, I started to have some operations problems and Globo couldn’t deliver the best service to the customers.

**Task:** I needed to understand the problem that was happening with the operations team and do something to get the well-done service done back.

**Action:** Firstly, I’ve talked with a colleague from the operations team, and I could notice that she was getting overloaded with the growth of clients and campaigns. Considering that, I prepared one report that exposed the number of campaigns and active clients per month since I started to work in my team.

With this report in hand, which shows a double number of campaigns, I’ve scheduled a meeting with my boss, presented to him the numbers, and explained my concerns. After this, we talked to the operations team’s director and shared the situation.

* "Tell me about a time you made a decision based on your instincts." [Watch an expert answer this "Are Right, A Lot" interview question.](https://www.tryexponent.com/courses/amazon-interview/amazon-leadership-principles/are-right-instincts)
* ["Tell me about a time you had to make a decision without much customer data."](https://www.tryexponent.com/questions/829/tell-me-about-a-time-you-had-to-make-a-decision-without-much-customer-data-)
* ["Tell me about a time when you had to convince team members on something you proposed."](https://www.tryexponent.com/questions/276/convince-team-members)

**Results:** Now we have 2 persons in operations teams that work with our team, and we could recover the good service to our clients.

**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.**

**Líderes elevam o nível de desempenho na empresa a cada contratação e promoção. Eles reconhecem talentos excepcionais e encorajam a sua mobilidade na empresa. Líderes formam líderes e levam a sério o seu papel de coach. Trabalhamos pelos nossos times para criar mecanismos de desenvolvimento, como o programa "Escolha de carreira".**

Case: Lucas going to performance team  
  
**Situation:** Globo used to be very bureaucratic to promote the employers. Fortunately, in my 8 years working at the company, I always could receive promotions, change areas, and keep growing in the company, but it doesn’t happen for everyone.

**Task:** As I know a lot of people at Globo and I have worked with a lot of different colleagues, I always felt the need to connect with those people and help them when I could.

It was not my task, but one way to help my colleagues and help the company was by identifying the skills of the people and referring them to other areas that I believe could have a better fit. I’ve done that always with the allowance of my colleagues.

**Action:** Giving just one example of this situation, one guy, from the operations team, used to support me in the sales teams – he was awesome and smart, and all my customers had a good experience with him. Considering this situation, I decided to refer him to another position, in another team, that he would be able to contribute more and more and have a better salary,

**Results:** I’ve lost a partner in my team, that used to help me a lot, but Globo and he won a lot with his competency being used in a better way in another area. I don’t have any numbers to prove the result, but his boss always thanks me.

* ["Tell me about a time you had a conflict with someone. How did you resolve it and what did you learn?"](https://www.tryexponent.com/questions/140/conflict-resolution-learning)
* ["Tell me about a time when you fired someone."](https://www.tryexponent.com/questions/1501/tell-me-about-a-time-when-you-fired-someone)

**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.**

**Líderes são incansáveis na busca dos padrões mais altos. Muitas pessoas podem até achar que esses padrões são irreais. Eles esperam cada vez mais de seus times. Juntos, disponibilizam produtos, serviços e processos de alta qualidade. Líderes não permitem que problemas sejam ignorados. Eles asseguram sua resolução de uma vez por todas.**

Case: Gorenje – Personal Life Case - helping them to reach the highest standards

**Situation:** 2020 I’ve renovated my kitchen and I needed to find the best home appliances for it. I really enjoy cooking and I care about the technology of any kind of products that I intend to buy. Considering that, I found a great international brand that fitted with my needs: Gorenje.

**Task:** I didn’t have any obligation or task, but I during the process of search the best brand for my home appliances, I could notice that Gorenje was the best option. I just concluded that before a lot of searches in content from other countries – it wasn’t easy my journey. After all, I’ve decided to try help this brand to be more accessible for the Brazilians.

**Action:** Sent a message to the General Manager here in Brazil

**Results:** I bought some products with a great discount, and I could blabal

* "Tell me about a time when you raised the bar." [Watch an expert answer this "Insist on the Highest Standards" interview question.](https://www.tryexponent.com/courses/amazon-interview/amazon-leadership-principles/highest-standards-raise-bar)
* ["Tell me about a time you had to make a decision to make short-term sacrifices for long-term gains."](https://www.tryexponent.com/questions/653/time-make-decision-short-term-sacrifices-long-term-gains)
* ["Tell me about a time when you made a decision based on data and you were ultimately wrong."](https://www.tryexponent.com/questions/746/tell-me-about-a-time-when-you-made-a-decision-based-on-data-and-you-were-ultimately-wrong-)
* ["As a manager, how do you handle tradeoffs?"](https://www.tryexponent.com/questions/1526/as-a-manager-how-do-you-handle-tradeoffs)

**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.**

**Pensar pequeno é se contentar com pouco. Líderes criam e comunicam uma direção arrojada que inspire resultados. Eles pensam de um jeito diferente e buscam soluções inovadoras para atender os clientes.**

Case: IBM Copa do Mundo

**Situation:** IBM needed to Increase the awareness of one service, called Social Sentiment, during the World Cup in Brazil. This service was an artificial intelligence that could analyze posts from users on social networks. The problem was that this advertiser wasn’t a sponsor of the World Cup and couldn’t take advantage of any traditional placement on TV or Digital

**Task:** Responsible to develop a media project for IBM that would guarantee awareness of the service called “Social Sentiment” among the Brazilians.

**Action:** I have remembered the information that 80% of Brazilians watch TV using a mobile phone as a second screen. As they couldn't advertise traditionally, I proposed and approved with all internal teams to have IBM as a service into Globo's second screen app during the World Cup to “bypass” Fifa’s policies. Besides that, we made one announcement about the new service of “Social Sentiment” in the app without being an advertisement.

**Results:** During the World Cup Brazilians could see how the population was feeling about the players, coaches, and match. This service increased engagement of the app by 75% and the application could reach 10 million of users. We had more than 80 million tweets analyzed in real-time. Invested for the first time more than one million reais in Globo in a month.

* "Tell me about a time where you came up with a simple solution to a complex problem." [Watch an expert answer this "Think Big" interview question.](https://www.tryexponent.com/courses/amazon-interview/amazon-leadership-principles/think-big-difficult-decision)
* ["Tell me about your greatest success."](https://www.tryexponent.com/questions/141/greatest-success)
* ["Tell me about a time you were creative."](https://www.tryexponent.com/questions/841/tell-me-about-a-time-you-were-creative-)
* ["Tell me about a time when you solved a problem innovatively."](https://www.tryexponent.com/questions/275/solved-problem-innovatively)

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

**A velocidade importa nos negócios. Muitas decisões e ações são reversíveis e não precisam de análise aprofundada. Nós valorizamos a tomada de decisão com risco calculado.**

Case: Globoplay new packages with a new speech of complementary

**Situation:** Globo has a lot of account executives that demand the product team to develop presentations, new speeches of selling, new products, and new ad formats. Considering this, when I ask something to our internal areas it needs to be analyzed and if it gets approved to be developed, it takes a long time to get done.

**Task:** I need to offer products and excite my customers with solutions that fit their business.

**Action:** I’ve developed by myself a new presentation of our advertising video solutions with a new selling speech, and I’ve mixed it with brand lift service that we already can offer. I presented a new product called: Globoplay Extension, which would able the advertiser to increase its reach, and frequency, communicate to the right public and measure the brand lift. It was nothing new, but it was a new speech using a new presentation, with a new name of the product.

**Results:** The first advertiser that I’ve presented the offer said to me that he wants to invest in that all the year and asked me for an offer of 500k of reais. It was a customer that was not investing in our digital platforms.

* ["If you have to work on 5 different projects, how do you prioritize?"](https://www.tryexponent.com/questions/947/if-you-have-to-work-on-5-different-projects-how-do-you-prioritize-)
* ["How have you convinced others to take action? "](https://www.tryexponent.com/questions/1529/how-have-you-convinced-others-to-take-action)
* ["How have you managed risk in a project?"](https://www.tryexponent.com/questions/931/how-have-you-managed-risk-in-a-project-)

**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.**

**Fazer mais com menos. Limitações estimulam a engenhosidade, a autossuficiência e a invenção. Não se ganham pontos extras por aumentar o número de empregados, o orçamento ou as despesas fixas.**

Case: Regarding to gain scalability, I have developed 5 different presentations and offers that could be customized for my customers.

**Situation:** I’m responsible for developing new advertisers at Globo and I have a big list of clients to work with. In this situation, it’s not appropriate to demand other teams produce offers for all my customers. It would take a long time and lots of my proposals would be “cold”.

**Task:** I need to offer products to my customers with solutions that fit their business, and it needs to appear that it was made customized for them.

**Action:** I prepared 10 kinds of presentations with different solutions considering the sector of the advertiser and its particularities. With all this material, when I need to develop a new offer for one advertiser I get the most appropriate presentation, change some images, insert the client logo, one idea of branded content customized for its business, and I send or present to him. Nowadays, when I need to be fast and scale offers, I can do that in 10 minutes without demanding other colleagues.

**Results:** I have double active clients since I have come to my team and I’m growing on average 100% year over year the revenue of digital investment of the pool of advertisers that I’m responsible for.

* ["Tell me about a time you turned down more resources to complete a project."](https://www.tryexponent.com/questions/1368/tell-me-about-a-time-you-turned-down-more-resources-to-complete-a-project)
* ["Tell me about a time you faced technical and people challenges at the same time."](https://www.tryexponent.com/questions/1603/technical-people-problems)
* ["Tell me about a time you had to accomplish big results with very little budget."](https://www.tryexponent.com/questions/830/tell-me-about-a-time-you-had-to-accomplish-big-results-with-very-little-budget-)

**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.**

**Líderes nunca param de aprender e buscam se aprimorar sempre. São curiosos por novas possibilidades e as exploram.**

Case: NFT – fan token – studying I have discovered some new potential advertisers

**Situation:** With the exponential growth of technology, the World is changing very fast and I’m curious about how the changes can affect business and my life. I’m enthusiastic about everything related to the future and technology.

**Task:** To be prepared in our market is important to be aware of all innovations and trends that are happening in the World. Besides that, in my position, I need to develop new advertisers it's even more important to know all new potential businesses.

**Action:** I’ve been studying the crypto market and NFTs to understand how they could impact my personal and professional life. During those studies, I found some new potential companies and I noticed that Globo could help them through our ad solutions. So, I’ve developed one presentation and started to prospect some of those companies on Linkedin to share how Globo would grow their business through advertising.

**Results:** I could bring 2 new customers to Globo: one is already investing a lot of money – closing a big deal of more than 20MM of reais. And the other one is very close to making its first investment in TV and our digital properties.

* "Tell me about a skill you recently learned." [Watch an expert answer this "Learn and Be Curious" question.](https://www.tryexponent.com/courses/amazon-interview/amazon-leadership-principles/learn-curious-skill)
* ["Tell me about a time you built out a process."](https://www.tryexponent.com/questions/1217/tell-me-about-a-time-you-built-out-a-process)
* ["Tell me about a time you exceeded expectations."](https://www.tryexponent.com/questions/997/tell-me-about-a-time-you-exceeded-expectations-)

**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.**

**Líderes ouvem com atenção, falam com sinceridade e tratam os outros com respeito. Eles fazem autocríticas abertamente, mesmo que isso seja incômodo ou constrangedor. Líderes sabem que nem eles nem seus times são perfeitos. Eles se comparam aos melhores.**

**Case – desvender um produto para ganhar confiança. Case novo nordisk**

**Situation:** Novo Nordisk, a pharma company, shared with me a briefing that was totally based on performance and CPA results. It was a great amount of investment that I could get bring from this advertiser, but I knew that our solutions wouldn’t be able to reach the KPI of CPA value.

**Task:** My task is always to bring more money is possible from advertisers, but I always prefer to be honest, earn trust and just offer the solutions that I really believe will bring results for my customer.

**Action:**  I’ve explained to the agency that at this moment our solutions for the goal of Novo Nordisk wouldn’t be a great option.

I lost the opportunity to bring the money of performance in the first moment, but I’ve offered another solution for a different strategy that I gave to them to contribute to the results of their CPA. I explained and showed how branded content, considering TV and Digital, could make the people more interested in Novo Nordisk medicine and it would consequently help in their campaign.

**Results: First we received a briefing of one hundred thousand dollars for a month, but with this project,** we closed a deal of three hundred thousand dollars branded content. It was much bigger than the investment that we would have with the performance campaign. Nowadays, Novo Nordisk invests in performance and branded content with us. It was just possible to happen after being transparent.

* ["Tell me about a time you made a mistake."](https://www.tryexponent.com/questions/240/mistake)
* ["Can you give me an example of how you manage conflict?"](https://www.tryexponent.com/questions/1516/can-you-give-me-an-example-of-how-you-manage-conflict)
* ["How do you earn the trust of your team members?"](https://www.tryexponent.com/questions/933/how-do-you-earn-the-trust-of-your-team-members-)

**Dive Deep: 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.**

**Líderes operam em todos os níveis, estão atentos aos detalhes, monitoram o tempo todo e desconfiam quando as percepções não refletem as métricas. Nenhuma tarefa é pequena demais para eles.**

**Case – EVINO Dive Deep into advertiser results**

**Situation:** Evino, big e-commerce of wine here in Brazil, is one customer that I’m responsible for its development at Globo digital properties. I know that all e-commerce. are very careful with the ROI, results, and performance.

**Task:** I needed to gain trust from this advertiser, show that I know their results into Globo, and prove that it’s possible to grow their business more and more with us.

**Action:** I have studied all placements that they bought at Globo, all results, and CTRs. Everything. After getting all the knowledge, I had my first meeting with them. I showed them that I had a deep dive into their numbers, and I asked for more information. I asked to have a deeper dive into their business results to be able to offer even better solutions.

**Results:** They agreed about sharing more information about the results of the business and with that I could improve their investments by crossing the CTR results with the selling of wines (business results).

Also, I have given them a little bit more discount to reach an ROI that made then increase the media budget destined to Globo. Nowadays we have an always-on investment during all the year and keep it growing.

We had an increase by 30% in the CTR performance and have an investment 100% bigger than befor.

* ["Tell me about the most complex project you've worked on."](https://www.tryexponent.com/questions/926/tell-me-about-the-most-complex-project-you-ve-worked-on-)
* ["How have you changed an opinion or direction using data?](https://www.tryexponent.com/questions/849/how-have-you-changed-an-opinion-or-direction-using-data-)"
* ["Tell me about a time when you were able to make a decision without having much data metrics in hand."](https://www.tryexponent.com/questions/934/tell-me-about-a-time-when-you-were-able-to-make-a-decision-without-having-much-data-metrics-in-hand-)

**Have Backbone; Disagree and 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. Once a decision is determined, they commit wholly.**

**Líderes são obrigados a desafiar respeitosamente as decisões das quais discordam, mesmo que isso seja incômodo ou muito cansativo. Líderes têm convicção e são obstinados. Eles não cedem em prol da coesão social. Depois que uma decisão é tomada, comprometem-se por inteiro.**

**Case: Take out Cartola FC from Sponsorship Soccer Project to sell it alone and make more money**

**Situation:** Cartola FC, the most popular soccer fantasy game in the world, for a long time has been a strategic pillar for Globo Soccer Sponsorship Project because it could increase engagement for the advertisers and able a connection between brands and users. One day, analyzing the growth of betting companies in the world, I had the idea that if I spinoff the Cartola FC from the Soccer project, I could bring more money to Globo through betting advertisers and other potential customers. The directors didn’t agree with my idea and decision.

**Task:** Prove that Cartola FC could make more money for Globo if it could be sold separately from Soccer Project.

**Action:** I have made a study considering the potential of investment of all advertisers that could be interested in the Cartola FC – considering the sponsors of the soccer project and others like the betting segment. With this study, I could prove that we would be able to achieve 5 times more revenue.

We started to sell Cartola FC not more in the Soccer Project and we created a lot of new packages and opportunities mixed with TV placements, podcasts, and Social networks.

**Results:** We used to have a 6MM revenue per year from ads at Cartola. We jumped to 20MM in a year after this movement.

* ["Tell me about a time you disagreed with someone and how you resolved it."](https://www.tryexponent.com/questions/1350/tell-me-about-a-time-you-disagreed-with-someone-and-how-you-resolved-it)
* ["Tell me about a time when you had a disagreement with your manager."](https://www.tryexponent.com/questions/241/disagreement-manager)
* ["How you you manage difficult conversations?"](https://www.tryexponent.com/questions/1520/how-you-you-manage-difficult-conversations)

**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.**

**Levando em conta os elementos principais do negócio, líderes trabalham para entregá-los com qualidade e em tempo hábil. Contratempos acontecem, mas os líderes se superam e nunca se acomodam.**

**Case: Shopper Video Premium**

**Situation:** Shopper, my customer, is a new supermarket online that has the purpose to help people organize their monthly purchases and find the best prices. They started their operation here in Brazil in 2016, but they just started to advertise last year – 2021. This advertiser is not so well-known yet and it’s received a huge investment from investors to grow.

**Task:** I have the goal to develop Shopper in Brazil, make them grow and get known by their target, and bring money to Globo through investment in media.

**Action:** Considering that Shopper has a new business model here in Brazil and it’s not so well-known. I got close to the CMO and started to explain how one brand could construct a strategy of awareness, consideration, and conversion at Globo. During this process, I could prove to him that our new product, called “Video Premium” or Dynamic Ad Insertion on Globoplay would be a great option for a beginning with us.

This offer brought an opportunity to my customer to work on a branding campaign talking specifically with its target. After the first month, we got a lot of insights through brand-lift research.

**Results:** This advertiser is very happy, they are growing investment at Globo, it represents 30% of the digital revenue of my team in the quarter and they signed a big annual contract.

Now we are planning the next steps of a campaign based on the insights that we got from brand-lift research. We are developing some new ideas for brand content and have sold also.

* ["Tell me about a time when you worked on a project with a tight deadline."](https://www.tryexponent.com/questions/941/tell-me-about-a-time-when-you-worked-on-a-project-with-a-tight-deadline-)
* ["Describe a challenging project you worked on and why it was challenging."](https://www.tryexponent.com/questions/939/describe-a-challenging-project-you-worked-on-and-why-was-it-challenging-)
* ["How do you prioritize?"](https://www.tryexponent.com/questions/228/how-prioritize-features)

**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.**

**Os líderes trabalham todos os dias para criar um ambiente de trabalho mais seguro, produtivo, diverso, justo e de alto desempenho. Eles lideram com empatia e se divertem no trabalho, facilitando, assim, a vida de seus colegas. Os líderes se perguntam: meus colegas da minha equipe estão crescendo? Eles se sentem empoderados? Eles estão prontos para dar o próximo passo em suas carreiras? Os líderes têm uma visão e um compromisso com o sucesso pessoal de seu time, seja na Amazon ou em qualquer outro lugar.**

* ["Tell me about a time when you had to motivate a team after a demoralizing event."](https://www.tryexponent.com/questions/748/tell-me-about-a-time-when-you-had-to-motivate-a-team-after-a-demoralizing-event-)
* ["Tell me about a time when an employee gave you negative feedback."](https://www.tryexponent.com/questions/1523/tell-me-about-a-time-when-an-employee-gave-you-negative-feedback)
* ["Tell me about a time you had to mediate a conflict."](https://www.tryexponent.com/questions/1508/tell-me-about-a-time-you-had-to-mediate-a-conflict)

**Success and Scale Bring 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.**

**Começamos em uma garagem, mas não estamos mais lá. Somos grandes, impactamos o mundo e estamos longe de sermos perfeitos. Devemos ser humildes e cuidadosos até mesmo em relação aos efeitos secundários de nossas ações. Nossas comunidades, o planeta e as futuras gerações precisam da nossa melhor versão a cada dia. Devemos começar nossa rotina de trabalho diariamente com a determinação de oferecer o máximo que pudermos e de ser cada vez melhores para nossos clientes, colaboradores, parceiros e para o mundo em geral. Devemos terminar cada dia sabendo que podemos fazer ainda mais amanhã. Os líderes criam mais do que consomem e deixam as coisas melhores do que encontraram.**

* ["Tell me about a time you had a problem and had to discover the real cause."](https://www.tryexponent.com/questions/1365/tell-me-about-a-time-you-had-a-problem-and-had-to-discover-the-real-cause)
* ["Describe a time when your project failed."](https://www.tryexponent.com/questions/932/describe-a-time-when-your-project-failed-)
* ["Tell me about a time you were not satisfied with the status quo."](https://www.tryexponent.com/questions/1004/tell-me-about-a-time-you-were-not-satisfied-with-status-quo-)

More questions

* Tell me about a time when you took a calculated risk.
* Tell me about a time when you had to leave a task unfinished.
* Tell me about a time when you had to work with incomplete data or information.
* Tell me about a time when you influenced a change by only asking questions.
* Tell me about a time when you invented something.
* Tell me about a time when you solved a problem through just superior knowledge or observation.
* Give me two examples of when you did more than what was required in any job experience.
* Tell me about a time you had to handle a crisis.
* Tell me about a time when you had to make a quick decision that was going to have a significant impact on the business.
* Tell me about a time when you had a group conflict, and how did you overcome this conflict?
* Tell me about a situation where you directly impacted customer satisfaction.