**Worksheet for Preparing Answers to Amazon’s Leadership Principles** [LPs]

If you’re not seeing the full worksheet, please change “***View***” to “***Web Layout***”

[**Sample LP Questions**](#Sample_LP_Questions)

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| **START HERE** | | | **NEXT, BREAKDOWN YOUR BEST EXAMPLE/STORY** | | | **ALTERNATE LP**  *if applicable* |
| **LP** | **Definition** | **Potential Ideas**  Jot down the first thing(s) that come to mind when you read the LP definition. | **POINT A:**  Story telling… this is where you set-the-stage. They want to follow along for the rest of the story.  **HOOK THEM!** | **POINT A ➜ POINT B:**  Now, let's give them the details. What happened? What did **YOU** do? How did you address the problem/task/challenge at-hand?   **Details & DATA!** | **POINT B:**  Wrap it up.  Put a bow on it!  Every good story has a satisfying ending.  **Bring it "full circle"!** |

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| **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**. | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |
| **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”**. | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |
| **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. | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |
| **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. | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |
| **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. | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |
| **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. | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |
| **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. | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |
| **Bias for Action** | **Speed matters in business**. Many decisions and actions are reversible and do not need extensive study. We **value calculated risk taking**. | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |
| **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. | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |
| **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. | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |
| **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. | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |
| **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**. | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |
| **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 | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |
| **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. | 1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. | Company/Role  **Situation**:  what was the issue/challenge?  **Task**:  what were you tasked with? | **What steps did YOU take?**   1. Click or tap here to enter text. 2. Click or tap here to enter text. 3. Click or tap here to enter text. 4. Click or tap here to enter text. 5. Click or tap here to enter text. 6. Click or tap here to enter text. | **Result**:  did you solve the issue/challenge? (data-driven: time-saved, completed on-time, cost/time-savings, revenue generated)  ***Other***:  anecdotal results (led to growth in business or your personal career development) | *ALT Leadership Principle* |

**Sample Questions**

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| **Customer Obsession** | * 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** | * 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** | * 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** | * 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 |
| **Hire and Develop the Best** | * 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. |
| **Insist on the Highest Standards** | * 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** | * A time of a radical approach you proposed to solve a big problem * A time when you took a big risk and it failed |
| **Bias for Action** | * 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 |
| **Learn and Be Curious** | * 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 |
| **Earn Trust** | * A time you significantly contributed to improving morale and productivity on your team * Three (3) things you’re working on to improve overall effectiveness * A time you received tough or critical feedback |
| **Dive Deep** | * 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 |
| **Have Backbone; Disagree and Commit** | * A time you strongly disagreed with your manager * 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 * 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 take action |
| **Deliver Results** | * 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 |