ARE RIGHT, A LOT

Definition and Indicators

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.

What this looks like in Practice	
As a people manager do you…	**As an individual contributor do you…**
- Use sound business judgment to make the right decisions quickly and achieve results, even in the absence of complete data? - Question whether decisions are being made in the Company's and customer's best interest and change course when they are not?	
Actively seek out the best solutions, recognizing that great ideas often come from others?	Recognize that your idea may not be as good as someone else's and get on board with the best idea?

BIAS FOR ACTION

Definition and Indicators

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

What this looks like in Practice	
As a people manager do you…	**As an individual contributor do you…**
Makes sound, timely decisions and remove barriers for direct reports?	Quickly identify if you need more info before taking action request that info and move forward?

- Quickly identify how work should be done and communicated to team?   - Make timely, sound decisions for the business even when all info you want to have isn't available?   - Empower your employees or become a bottleneck?   - Remove barriers to help your team act on new ideas immediately?

- Be ready, willing and able to roll up sleeves and assist with customer facing tasks when needed?   - Ask for help when needed in a timely manner?   - Respond promptly to requests for information?   - Follow up and deliver as promised?   - Make sure you create an "action item list" (identify owner and target dates)?

CUSTOMER OBSESSION

Definition and Indicators

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.

What this looks like in Practice	
As a people manager do you…	**As an individual contributor do you…**
- Know your customer's needs and wants? - Anticipate your customer's needs? - Honestly pursue customer feedback, not just solicit for compliments? "WOW" your customers? - Know what would be better than what your customer is even imagining? - Ask, "Is what I'm working on helping my customer?" - Remove non-value steps? - Listen for what your customer wants, before/instead of telling them what they need?	

DELIVER RESULTS

Definition and Indicators

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.

What this looks like in Practice	
As a people manager do you…	**As an individual contributor do you…**
• Continually reinforce to yourself and the team who the customer is in order to execute and deliver the right results?	
• Set and communicate smart team goals, expectations and priorities; help employees stay focused, yet nimble and adaptable to moving targets or when projects aren't progressing in order to get things done? • Help others remove barriers/roadblocks towards meeting team goals? • Recognize and celebrate successes, while keeping the team focused on delivering the right results?	• Focus on the most important tasks, while adapting as needed to achieve results? • Persevere through setbacks and overcome obstacles to deliver outstanding results?

DIVE DEEP

Definition and Indicators

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.

What this looks like in Practice	
As a people manager do you…	**As an individual contributor do you…**

• Not pass the buck on unwanted tasks, demonstrate hustle and a 'do what it takes' attitude to get things done, even if that means being hands-on?	

As a people manager	As an individual contributor
• Stay closely connected to the details of projects/business, knowing when to get involved without micromanaging? • Frequently "audit" by drilling down into projects/business, questioning and providing feedback, quickly assessing progress and risk, and hold employees accountable for results? • Drill down on fuzzy information, refusing to accept generalizations or light-weight responses?	• Have a firm grasp of the details of your work in order to deeply discuss it? • Frequently "audit" your work by checking accuracy, facts and assumptions?

EARN TRUST

Definition and Indicators

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.

What this looks like in Practice	
As a people manager do you…	**As an individual contributor do you…**
• Earn the trust and respect of the team and build positive working relationships by consistently making good decisions, keeping commitments, treating others and their ideas with respect, and adhering to high ethical standards?	
• Provide an environment where team members have room to take smart risks and learn from mistakes while not losing sight of their accountability for results?	• Do what you say you will do or appropriately reset expectations? • Honor commitments made to other teams even if your own goals are in jeopardy?

• Listen, communicate and delegate to help employees get the right things done?

HAVE BACKBONE; DISAGREE AND COMMIT

Definition and Indicators

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.

What this looks like in Practice	
As a people manager do you…	**As an individual contributor do you…**
• Question rigorously, challenge assumptions and escalate issues up and across the "food chain" when you're not satisfied, even if unpopular? • Stand up for what you believe is in the best interest of the company and our customers?	
• Openly demonstrate your support and commitment to decisions that have been made, even though you may not have originally agreed? Refrain from being transparent with these types of decisions in the best interests of your employees?	• Get on board with decisions that have been made, even though you may not have originally agreed?

HIRE AND DEVELOP THE BEST

Definition and Indicators

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.

What this looks like in Practice	
As a people manager do you…	**As an individual contributor do you…**
• Take the interviewing process seriously by understanding the job and focusing on hiring people who we can learn from and who will raise the high performance bar?	
• Identify the right job description and candidate profile to attract the best candidates and to raise the performance bar? • Do whatever it takes by being relentless and creative to hire the best candidates? • Make it a priority to coach and teach employees; provide regular feedback? • Recognize and act upon poor performance and hiring mistakes quickly? • Help employees drive their own development and learning by regularly discussing career goals, strengths and areas for development; identifying development activities and moves for all employees?	• Drive your own development and learning by actively discussing career goals, strengths and areas for development and pursuing activities that support your growth? • Invest in the growth of others by taking ownership to mentor and guide them when you have expertise in a particular area?

INSIST ON THE HIGHEST STANDARDS

Definition and Indicators

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.

What this looks like in Practice	
As a people manager do you…	**As an individual contributor do you…**
• Raise the quality bar by demanding that your team delivers high quality products, services and solutions?	• Ensure the quality bar remains high by delivering high quality work, and demanding it of others' work?

• Teach and coach employees about setting their own high standards and exceeding customer expectations? • Provide feedback to employees when work is of high quality and coach to continually improve work?	• Continually self-critique your work to make sure the quality is the best it can be? • Accept and seek out coaching and feedback from your manager and others about improving the quality of your work?

INVENT AND SIMPLIFY

Definition and Indicators

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.

What this looks like in Practice	
As a people manager do you…	**As an individual contributor do you…**
• Simplify and always encourage others to innovate and change inefficient or unnecessarily complex processes? • Use new ideas and methods to do your job better and enhance the customer experience?	
• Create an environment that encourages breakthrough thinking that is simple? • Encourage innovation and invention for the right reasons, helping others not to unnecessarily reinvent the wheel?	• Think up and implement great ideas and simple solutions? • Know when not to reinvent the wheel?

Learn and Be Curious

Definition and Indicators

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.

What this looks like in Practice	
As a people manager do you…	**As an individual contributor do you…**
- Give your team members time to explore and learn? - Encourage your team members to take risks and support them in doing so? - Focus on how you arrived at the results rather than the results themselves? - Encourage rotations to provide new opportunities for your team members to learn new skills?	- Take time to read, watch a tech talk, or actively mentor someone else? - Ask your peers, manager, and customers for feedback on your performance? - Pick up work outside your area of expertise to stretch and grow? - Take time to understand your systems end to end? - Actively seek out advice from others?

OWNERSHIP
Definition and Indicators

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".

What this looks like in Practice	
As a people manager do you…	**As an individual contributor do you…**
- Create a vision for your team that aligns with the customer experience? - Foster an environment of autonomy where an employee prioritize and make decisions? - Think about the impact of your decisions on other teams, sites and the customer over time?	- Ask questions? - Consider future outcomes (scalable, long-term value, etc.)? - Give feedback – coach and develop others (peers, associates, manager)? - Speak up in meetings – question, challenge respectfully? - Understand your role and relationship with other roles? - Understand the impact of your work on others? - Partner with peers across the network?

• Coach and mentor your team to understand the big picture, how their role supports the overall objectives of Amazon, and how it ties to others?

THINK BIG

Definition and Indicators

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.

What this looks like in Practice	
As a people manager do you…	As an individual contributor do you…
• Take a radical approach and risks when necessary, always questioning traditional assumptions in pursuit of the biggest and best idea?	
• Create a gutsy mission that employees can be inspired by and get behind; provide direction for how to get there and explain how everything fits into the long-term plan? • Continually communicate the big picture and mission to the team in a manner that gets employees excited (as a result, employees want to get out of bed and come to work each day)? • Actively explore new ideas from team members, encouraging risk taking when appropriate?	• Translate broader mission into big, hairy ideas and tactics in your own work? • Ask questions to get a sense of direction and confirm how work fits into the short- and long-term picture? • Hungrily accept the challenge to create the best idea/solution and take risks?

ARCHITECTURE/ SYSTEM DESIGN

Definition and Indicators

ARCHITECTURE/ SYSTEM DESIGN: The system design knowledge and expertise to drive technical decisions and anticipate technical risks. They foresee the consequences of poor technology decisions, and influence tech teams to make technical changes when required.

Concern	Mild Concern	Mixed	Mild Strength	Strength
• Fails to clarify requirements or make reasonable assumptions. • Cannot create or does not have experience creating high-level technical designs. • Design only meets base functional needs and does not scale. • Cannot articulate design tradeoffs. Does not consider performance, scalability, maintainability, or extensibility.			• Clarifies assumptions. Considers both functional and non-functional requirements. • Creates high-level technical designs by identifying components and key interactions between those components. • Design extends beyond the base functional needs. Factors for customer experience, speed to market, and analytics. • Identifies and evaluates design tradeoffs in terms of scalability, maintainability, extensibility, performance, and security.	

TECH- PROBLEM SOLVING

Definition and Indicators

TECH- PROBLEM SOLVING:- Candidate should adept at finding solutions for complex problems. They identify the root cause, understand tradeoffs and constraints, and come up with reasonable alternatives. Subsequently, they develop possible solution paths and prioritize the appropriate course of action to solve the problem.

Concern	Mild Concern	Mixed	Mild Strength	Strength
- Does not attempt to understand the problem. Begins solving the problem without asking relevant clarifying questions or clarifying assumptions. - Does not consider tradeoffs and/or alternative solutions. Is not flexible to consider new technologies and/or methods. - Does not consider or respond to hints; does not understand or respond to feedback. - Solution does not readily scale or is rendered unworkable by edge cases or small increases in scope. - Cannot verify results or provides no way to measure success or output.		•	- Correctly understands the problem and deliberates on underlying causes. Focuses on the source/root of the problem, not just its symptoms. Asks relevant clarifying questions and lists assumptions. - Evaluates alternatives without bias and correctly solves the problem by choosing an optimal approach. - Requires minimal (or no) hints or prompts to find solutions. Is able to use hints and feedback to discuss and reach solutions to the problem. - Creates solutions that are simple & robust. Solution is scalable and is extensible for edge cases. - Establishes monitoring measures to evaluate results. Makes changes if results indicate the need for it.	

DEALING WITH AMBIGUITY

Definition and Indicators

DEALING WITH AMBIGUITY: - Candidates have the strengths to make decisions in gray areas and can comfortably handle risk and uncertainty. When presented with an ambiguous situation, they do not need to have all of the intricate details to arrive at a decision.

Concern	Mild Concern	Mixed	Mild Strength	Strength
- Increases the ambiguity while trying to solve the problem. Does not understand whether there is actual ambiguity. Struggles to drive clarity, or considers irrelevant information. - Does not plan for alternative solutions. Is unable to explain complex and ambiguous concepts to stakeholders. - Resists change in direction despite data indicating the need for it. Changes direction too easily and too often without clear indicators. - Fails to gather information. Does not evaluate metrics and data. Makes decisions or takes actions without considering the customer impact. - Looks for existing standard processes to implement, but gets stuck when there aren't any. Struggles to create standard processes to anticipate future challenges or situations.		•	- Identifies the source of ambiguity quickly and works to drive clarity with stakeholders; remains focused. Considers relevant information and understands key details. - Plans for alternative solutions. Adeptly explains complex and ambiguous concepts to stakeholders and customers. - Can effectively navigate ambiguous situations; able to shift gears and change direction comfortably, when appropriate. - Even if it's difficult or time-consuming, gathers information to reduce ambiguity. Considers customer impact. Evaluates metrics and data. - Anticipates and prepares for change. Accepts new and challenging situations, despite the risk of	

		failure. Creates and standardizes processes where required.		

PROGRAM MANAGEMENT
Definition and Indicators

PROGRAM MANAGEMENT: You can plan and drive the delivery of technology programs or products. To deliver complex programs, Amazon TPMs define and influence requirements and craft plans that span business and technology stakeholders.

Concern	Mild Concern	Mixed	Mild Strength	Strength
- Cannot identify program goals or why those goals are important. Does not validate or question proposed goals. - Struggles to decompose product or program goals into corresponding work items, timeline, owners, or risks. - Does not complete projects or cannot describe project impact at launch. - Over- or under-indexes on process, or does not improve processes, or uses an inappropriate process because it exists.			- Articulates clear goals and why they are the correct measure of priority and success. - Develops and executes a program plan starting from various levels of business or technology ambiguity and definition. - Drives project through completion with measurable results. - To ensure long-term success, leverages, creates, or optimizes scalable mechanisms to improve team efficacy and project execution.	

• Cannot identify project risks, articulate impact of issues, or describe 'paths to green'.	• Anticipates project risks and determines mitigations when issues arise. Transparently communicates those risks and mitigations.

STAKEHOLDER MANAGEMENT
Definition and Indicators

STAKEHOLDER MANAGEMENT: - Candidates manage stakeholders effectively, tailoring their communication for project stakeholders with varying backgrounds. They harmonize discordant views and drive alignment among stakeholders.

Concern	Mild Concern	Mixed	Mild Strength		Strength
• Cannot identify stakeholders and their needs. • Does not communicate clearly with stakeholders. Does not manage expectations. • Does not engage appropriate stakeholders or seek guidance when issues arise. • Cannot work independently across teams. • Escalates excessively or afraid to escalate before issue causes significant impact to the program.		•	• Identifies the customers, business stakeholders, and engineering teams involved. Recognizes their respective needs. • Communicates project status and risks effectively with cross-functional teams, stakeholders, and senior leadership. • Engages stakeholders when issues arise, identifies path forward, and drives towards resolution. • Influences without direct authority. Resolves conflicts and delivers projects across organizations, disciplines, and levels. • Escalates without damaging relationships when issue cannot be mitigated at own level. Escalates in an objective, data driven manner.		

STAR WORKSHEET

Your Behavioral Question:_____**Leadership Principle:**_____

- **Choose behavioral question that provoke specific examples or stories for your assigned Leadership Principle(s).**
- **Process the example using STAR. Stories have beginnings (Situation/Task), middle (Actions) and ends (Results).**
- **Once you have established the story, PROBE to dive deeper on your assigned competency (Leadership Principle), get clarity or pursue a concern.**
- **If appropriate, CHALLENGE the candidate's statements, decisions or thought process.**

S **T**	**SITUATION/TASK - Describe the situation/task you faced and the context of the story** Answers the questions: **where** did this occur, **when** did it happen, **why** is it important? **Probing Questions:** • Why is this important? What was the goal? • What was the initial scope of the project? What were the challenges? • What were the risks and potential consequences if nothing happened? **Challenge Questions:** • Why did you choose this story to illustrate a xyz accomplishment? • What other stories can you think of that demonstrate.. xyz? • Could you come up with an example that is more recent?

A	**ACTION** - **What actions did you take?** Answers the questions: **what** did you personally own, **how** did you do it, **who** else was involved? **Probing Questions:** - **Deep probe functional expertise and/or assigned core competency.** - Were you the key driver or project owner? - What was your biggest contribution? What unique value did you bring? - What were the most significant obstacles you faced? How did you overcome them? **Challenge Questions:** - What did you do specifically versus the team? - How did you set priorities…deal with xyz problem… or get manager buy-in? - What decisions did you challenge? Why? How did you influence the right outcome?
R	**RESULTS** - **How did you measure success for this project? What results did you achieve?** **$** Cost savings, revenue generation **#** Quantify to understand volume, size, scale **%** Percentage change, year over year improvements 🕐 Time to market, implementation time, time savings ☺ Impact on the customer, the team δ Quality improvements **Probing Questions:** - Why did you choose to focus on these results? What other results were important? - You mentioned revenue, what percentage change is that year over year? - What trade-offs did you have to make to achieve this? (quality, cost, time) - I'm concerned about… (the time it took, the volume, the customer impact), tell me more… **Challenge Questions:**

	• What were the lessons learned? What would you have done differently? • How would you implement this at Amazon? • How did these results compare to your actual goals? (refer back to goal stated in Situation)