

Leadership Principle	Explanation	Example
<b>Customer Obsession</b>	Start with the customer and work backwards—leaders obsess over customers	<ul style="list-style-type: none"> <li>• A time you used customer feedback to drive improvement</li> <li>• Most difficult customer interaction</li> <li>• A time where you had to balance the needs of the customer vs. the business</li> </ul>
<b>Insists on Highest Standards</b>	Have relentlessly high standards and continuously raise the bar/drive others to do the same	<ul style="list-style-type: none"> <li>• A time you were unsatisfied with the status quo. How would you change it?</li> <li>• Describe the most significant improvement project you've lead</li> <li>• How do you seek out feedback on performance?</li> </ul>
<b>Delivers Results</b>	Focus on key inputs and deliver with high quality in a timely fashion	<ul style="list-style-type: none"> <li>• A time you were driving toward a goal and realized more than half way in that it may not be the best goal</li> <li>• A goal you set that took a long time to achieve/are still working towards</li> <li>• A time you delivered a project under a tight deadline</li> </ul>
<b>Are Right A Lot</b>	Strong judgment and good instincts	<ul style="list-style-type: none"> <li>• A time you made a difficult decision and how you knew it was the right decision.</li> <li>• A time you made a decision without data</li> <li>• A time you made a bad decision and how you learned from it</li> </ul>
<b>Bias for Action</b>	Speed is crucial at Amazon—value calculated risk taking	<ul style="list-style-type: none"> <li>• A time where you've taken a calculated risk where speed was crucial</li> <li>• A time you made an important decision without consulting your manager</li> <li>• A time where you were able to remove serious roadblocks preventing progress</li> </ul>
<b>Invent and Simplify</b>	Expect and require innovation from yourself and those around you—always find ways to simplify	<ul style="list-style-type: none"> <li>• The most innovative thing you've done and why you think it's innovative</li> <li>• A time where you solved a complex problem with a simple solution</li> <li>• A creative idea you had that ended up being difficult to implement</li> </ul>
<b>Ownership</b>	Think long term and don't sacrifice value for short-term results—there is no such thing as “not my job”	<ul style="list-style-type: none"> <li>• A time you took on something significant outside your responsibility</li> <li>• A time you made a decision to sacrifice short term gain for a longer term goal</li> <li>• A time you saw a peer struggling and decided to step in and help</li> </ul>
<b>Dive Deep</b>	Stay connected to details, audit frequently, and question when metrics differ	<ul style="list-style-type: none"> <li>• A time you were trying to understand a problem on your team and had to go down several layers to figure it out</li> <li>• A time you linked two or more problems together and identified an underlying issue</li> <li>• A specific metric you have used to identify a need for a change in your department</li> </ul>
<b>Learn and be Curious</b>	Always seeking improvement—curious about new possibilities and love to explore them	<ul style="list-style-type: none"> <li>• A time you realized you needed to have a deeper level of subject matter expertise to do your job well</li> <li>• A time you took on work outside of your comfort area and found it rewarding</li> <li>• A time you didn't know what to do next or how to solve a challenging problem</li> </ul>
<b>Disagree and Commit</b>	Obligation to respectfully challenge decisions when	<ul style="list-style-type: none"> <li>• A time you strongly disagreed with your manager</li> <li>• A time you took an unpopular stance in a meeting with</li> </ul>

	you disagree, then fully committing	peers/leaders <ul style="list-style-type: none"> <li>• A time you decided to go along with the group decision even if you disagreed</li> </ul>
<b>Have Backbone; Disagree &amp; Commit</b>	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"> <li>• A time when you strongly disagreed with your manager on something you deemed very important the business</li> <li>• A time when you submitted a good idea to your manager and he/she did not take action</li> </ul>
<b>Earn Trust</b>	Listen attentively, speak candidly, and treat others respectfully	<ul style="list-style-type: none"> <li>• A time you significantly contributed to improving morale and productivity on your team</li> <li>• 3 things you're working on to improve overall effectiveness</li> <li>• A time you received tough or critical feedback</li> </ul>
<b>Hire &amp; Develop The Best</b>	Raise the performance bar with every hire & promotion. Recognize talent, and willingness to move them throughout the organization	<ul style="list-style-type: none"> <li>• How you help your team members develop their careers</li> <li>• A time when you provided feedback to develop &amp; leverage the strengths of someone on your team.</li> </ul>
<b>Think Big</b>	Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold directions that inspires results	<ul style="list-style-type: none"> <li>• A time of a radical approach you proposed to solve a big problem</li> <li>• A time when you took a big risk and it failed</li> </ul>
<b>Learn &amp; Be Curious</b>	Leaders are never done learning and always seek to improve themselves	<ul style="list-style-type: none"> <li>• The coolest thing you have learned on your own that has helped you better perform your job</li> <li>• A time when you took on work outside of your comfort area and found it rewarding</li> </ul>