

Leadership Principle	Explanation	Example		
Customer Obsession	Start with the customers and work backwards	<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 when you have to balance the needs of the customer vs the business</li> </ul>	Stan chart, EC focus on business to be able to view a document at a specific page Consultant, request from the client when on-site	
Insists on Highest standards	Have relentlessly high standards and continously raise the bar/drive others to do the same	<ul style="list-style-type: none"> <li>* A time when you were unsatisfied of 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>	Healthcare system	A time I reduced our deployment process from 5hours to 30mins
Deliver results	Focus on key inputs and deliver with high quality and timely fashion	<ul style="list-style-type: none"> <li>* A time when 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 in tight deadline</li> </ul>	Stan chart, Aperia TV Increasing test coverage of our projects	A time when I kept the quality as a consultant and was praised
Bias for action	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>	Inventory management, direct to client feedback	
Invent and Simplify	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 simple solution</li> <li>* A creative idea you've had that ended up being difficult to implement</li> </ul>	EC/CRM. build	
Ownership	Think long term and don't sacrifice value for short-term results - There's 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 the short term gain for longer term goal</li> <li>* A time you saw a peer struggling and decided to step in/help</li> </ul>	Stan chart, EC/CRM	
Dive deep	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>	Healthcare System, Adplats, CRM (what makes the development slow)	
Learn and be Curious	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 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>	CRM - cost reduction, k8s, React/Vue	
Disagree and commit	Obligation to respectfully challenge decisions when you disagree, then fully committing	<ul style="list-style-type: none"> <li>* A time when you strongly disagreed with your manager</li> <li>* A time you took an unpopular stance in a meeting with peers/leaders</li> <li>* A time you decided to go along with the group decision even if you disagreed</li> <li>* A time when you disagreed, spoke your thoughts, but then agreed to commit even if it wasn't the way you wanted to go</li> </ul>	Stan chart. Adplats (grouping the API's together as a whole)	
Earn trust	Listen attentively, speak candidly, treat others respectfully	<ul style="list-style-type: none"> <li>* A time you significantly contributed improving morale and productivity of 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>	Introducing CI, Componentization Deployment on a bug, pushed fix instead of tomorrow	
Think Big	Leaders create, and communicate a bold direction that inspire 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>	Unifying multi-frontend designs, establishing Scrum/Agile/DDD	

Hire & develop the best	Raise the performance bar with every hire & promotion. Recognize talent and the willingness to move them throughout the organization	<ul style="list-style-type: none"> <li>* How can you help your team members develop their career</li> <li>* A time when you provided feedback to develop &amp; leverage the strengths of someone on your team</li> </ul>	<ul style="list-style-type: none"> <li>* Introducing React</li> <li>* Concept of CI/CD Automated test, Visual tests</li> <li>Inventory. Hands on examples on writing tests, refactoring code mentoring with JPA/Frontend development</li> <li>* Asking to setup the development workstations</li> </ul>	
Frugality	A time when you thought about saving a cost for your team	<ul style="list-style-type: none"> <li>* A time when you implemented a mechanism that saved money for your business</li> <li>* A time when you spoilt something in the business was wasting money</li> </ul>	<ul style="list-style-type: none"> <li>EC. Looking at ways to reduce our infra costs. k8s and ecs.</li> <li>Unnecessary logs in the system</li> </ul>	
Are right a lot	Strong judgment and good instincts	<ul style="list-style-type: none"> <li>* A time when you made a difficult decision and how you knew it was the right decision</li> <li>* A time when you made a decision without data</li> <li>* A time you made a bad decision and how you learned from it</li> </ul>	<ul style="list-style-type: none"> <li>Pushing bug fix quickly to prevent customers from having issues</li> </ul>	