

Leadership Principle	Explanation	Example	
Customer Obsession	Start with the customers and work backwards	<ul style="list-style-type: none"> * A time you used customer feedback to drive improvement * most difficult customer interaction * A time when you have to balance the needs of the customer vs the business 	<p>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</p>
Insists on Highest standards	Have relentlessly high standards and continuously raise the bar/drive others to do the same	<ul style="list-style-type: none"> * A time when you were unsatisfied of the status quo. How would you change it? * Describe the most significant improvement project you've lead * How do you seek out feedback on performance 	<p>Healthcare system</p>
Deliver results	Focus on key inputs and deliver with high quality and timely fashion	<ul style="list-style-type: none"> * A time when 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 in tight deadline 	<p>Stan chart, Aperza TV Increasing test coverage of our projects</p>
Bias for action	Speed is crucial at Amazon, value calculated risk taking	<ul style="list-style-type: none"> * 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 	<p>Inventory management, direct to client feedback</p>
Invent and Simplify	Expect and require innovation from yourself and those around you. Always find ways to simplify	<ul style="list-style-type: none"> * The most innovative thing you've done and why you think it's innovative * A time where you solved a complex problem with simple solution * A creative idea you've had that ended up being difficult to implement 	<p>EC/CRM. build</p>
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"> * A time you took on something significant outside your responsibility * A time you made a decision to sacrifice the short term gain for longer term goal * A time you saw a peer struggling and decided to step in/help 	<p>Stan chart, EC/CRM</p>
Dive deep	Stay connected to details, audit frequently, and question when metrics differ	<ul style="list-style-type: none"> * 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 and identified an underlying issue * A specific metric you have used to identify a need for a change in your department 	<p>Healthcare System, Adplats, CRM (what makes the development slow)</p>
Learn and be Curious	Always seeking improvement *- curious about new possibilities and love to explore them	<ul style="list-style-type: none"> * 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 your comfort area and found it rewarding * A time you didn't know what to do next or how to solve a challenging problem 	<p>CRM - cost reduction, k8s, React/Vue</p>
Disagree and commit	Obligation to respectfully challenge decisions when you disagree, then fully committing	<ul style="list-style-type: none"> * A time when 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 disagreed, spoke your thoughts, but then agreed to commit even if it wasn't the way you wanted to go 	<p>Stan chart. Adplats (grouping the API's together as a whole)</p>
Earn trust	Listen attentively, speak candidly, treat others respectfully	<ul style="list-style-type: none"> * A time you significantly contributed improving morale and productivity of your team * 3 things you're working on to improve overall effectiveness * A time you received tough or critical feedback 	<p>Introducing CI, Componentization Deployment on a bug, pushed fix instead of tomorrow</p>
Think Big	Leaders create, and communicate a bold direction that inspire results	<ul style="list-style-type: none"> * A time of a radical approach you proposed to solve a big problem * A time when you took a big risk and it failed 	<p>Unifying multi-frontend designs, establishing Scrum/Agile/DDD</p>

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