# Leadership Principles Amazon answers!

1. **Customer Obsession** – We want you to tell us about a time you thought about the end-user of whatever

you were creating or working on. Tell us a story about the user’s needs and their problems with a

current system/service and how you thought about them and then made something better and easier

for them. How did it turn out?

Example title:

**S** – In my previous role, our client was facing significant issues with trade errors being posted to their emails, causing confusion and delays in their operations. These errors were reported frequently through Datadog logs, indicating a persistent and systemic problem.

**T** – My task was to investigate the root cause of these trade errors and develop a robust solution to eliminate them, ensuring a smoother and more reliable system for our clients.

**A** – I began by conducting a comprehensive analysis of the Datadog logs to identify patterns and pinpoint the exact source of the errors. I discovered that the errors were caused by a combination of outdated logic in our trading algorithm and inadequate error-handling mechanisms. I collaborated with my product owner, who agreed on the urgency of the issue and assigned the task to me.

To address this, I redesigned the logic around the trading algorithm, incorporating more sophisticated validation checks and implementing a more resilient error-handling framework. Additionally, I optimized the data flow to ensure that only valid trades were processed, significantly reducing the likelihood of errors. I also set up automated monitoring and alerting systems to proactively identify and resolve potential issues before they could impact the client.

**R** – After deploying the updated solution, the feedback from the client was overwhelmingly positive. The trade errors were reduced by 99%, virtually eliminating the issue. This improvement not only enhanced the client's trust in our system but also optimized their workflow by approximately 20%, as they no longer had to spend time dealing with misleading errors. The enhanced system stability also led to increased client satisfaction and confidence in our services.

1. **Ownership** – We want you to tell us about a time when you did not say “that’s not my problem.” When

was there a project or problem that you could have walked away from but did not? And why? And how

did it turn out?

Example title:

**Situation:** In our software development team, we were introduced to a new technology, Angular, which was crucial for an upcoming project. However, the team lacked experience with Angular, and as deadlines approached, they struggled to make progress.

**Task:** Although my primary responsibilities did not include this project, I had extensive experience with Angular. Recognizing that the team's success was critical for the company, I decided to assist them in overcoming their technical challenges despite it not being assigned to me.

**Action:** I began dedicating two hours every day during my off-hours to work with the team. I organized training sessions, addressed individual issues, and provided hands-on support. I helped them understand the technology, troubleshoot their problems, and develop effective solutions.

**Result:** As a result of my efforts, the team gained confidence and proficiency in Angular. We were able to meet the project deadlines, delivering a high-quality product on time. Doing this made their execution quicker by a fortnight without hampering my deliverables. My proactive involvement not only resolved the immediate issues but also empowered the team with new skills for future projects. This experience demonstrated my commitment to ownership and my ability to drive success even in challenging situations.

1. **Invent and Simplify**- Did you ever look at something and ask “why are we doing it this way? This is too

hard” then find a way to make it easier? Tell us about that and how it turned out.

Example title: angular front page example

**Situation:** Our development team was working on a project that required building a complex front page using Angular. The existing process was cumbersome and time-consuming, involving multiple redirects and manual coding steps, which slowed down our progress significantly.

**Task:** I noticed that the inefficiency in our approach was causing delays and making the task more difficult than it needed to be. I felt there had to be a simpler and more efficient way to achieve the same goal without compromising on quality.

**Action:** I proposed a solution where we could streamline the process by leveraging an Angular library. I added a specific tag to our codebase, which allowed us to redirect to this library seamlessly. This approach simplified our workflow by reducing the number of manual steps involved and enabling us to reuse components effectively.

**Result:** Implementing this solution significantly improved our development process. The time required to build the front page was reduced by 40%, and the overall efficiency of our team increased. The project was completed ahead of schedule, and the quality of the final product was enhanced. This experience underscored the importance of questioning existing processes and striving for continuous improvement through innovation and simplification.

1. **Are Right, A Lot** – We want to know if you make good decisions. Tell us about a time when you had to choose something and made the right choice. How do you make choices? Use same example for have a backbone

**Situation:** In a previous role, our team was tasked with selecting a framework for a new web application. We had to decide between continuing with our current framework, which was familiar but outdated, or transitioning to a new, more modern framework, which promised better performance and scalability.

**Task:** The task was to evaluate the options and make a decision that would best serve the project's long-term goals. This involved considering factors like performance, scalability, learning curve, and future maintenance.

**Action:** To make an informed decision, I led a thorough evaluation process. First, I gathered data on the performance and scalability of both frameworks through benchmarking tests and reviews. I also consulted with team members and stakeholders to understand their perspectives and concerns. Additionally, I researched industry trends and best practices to assess the long-term viability of each option. After compiling all the information, I facilitated a discussion with the team to weigh the pros and cons of each framework.

**Result:** After careful consideration, we decided to adopt the new framework. This choice proved to be the right one. The new framework significantly improved the performance and scalability of our application, reducing load times by 40% and enhancing user experience. The transition also positioned our team to more easily integrate future updates and innovations. Our decision was validated by positive feedback from both stakeholders and users, as well as by the increased efficiency in our development process.

**How I Make Choices:** When making choices, I follow a structured approach:

1. **Data Collection:** I gather all relevant data and information, including performance metrics, user feedback, and industry trends.
2. **Stakeholder Consultation:** I seek input from team members and stakeholders to understand different perspectives and potential impacts.
3. **Critical Analysis:** I analyze the data to identify the pros and cons of each option, considering both short-term and long-term implications.
4. **Collaborative Discussion:** I facilitate discussions with the team to ensure all viewpoints are considered and to foster collective buy-in.
5. **Decision-Making:** I make the final decision based on a balanced assessment of data, stakeholder input, and strategic alignment with project goals.

Say that in a project you had 2 options

1 to bring a feature faster in front of customers

2 to wait and do something in a good way and then bring it in front of customers

You had to evaluate based on trade off with choices in terms ki

1st Mai probably it’s not the best CX for customers right now but going first to the market is essential as you estimate x amount of dollars to earn every x days or months

2nd Mai building the right CX was going to take some time

But you’d lose the opportunity to go first to the market and lose x amount of revenue

Then you worked with product team to break down core cx

And align on a minimum lovable product for first release which would give customers basic functionality and start the revenue

And then iteratively build more features and sent the next update

For this example you fill in some project you had worked on

1. **Learn and Be Curious** – We want “life-long learners” at Amazon. Do you get to the bottom of things? Do

you stay up and read about new technology? Do you talk to people and ask good questions? Do you

NEED to know instead of WANT to know? Tell us about that.

**Situation:** As a software developer, it is essential to stay updated with the latest technologies and industry trends. Recognizing this, I made it a priority to continuously learn and upgrade my skills to remain relevant and effective in my role.

**Task:** I aimed to stay informed about the latest tech releases and advancements, not just out of interest but out of necessity to ensure my work remains at the cutting edge. This included learning new technologies such as Java, Angular, React, .NET Core, C#, and WPF.

**Action:** To achieve this, I dedicated at least half an hour every day to reading articles on Medium, LinkedIn posts, and Google News about new technologies and updates. Additionally, I set aside 2-3 hours once a week to dive deeper into these topics for more comprehensive learning. I followed thought leaders in the tech industry, participated in online forums, and attended webinars. This structured learning approach allowed me to thoroughly understand new frameworks and updates. For instance, when I encountered new updates or features in Angular, I made it a point to fully understand their applications and implications.

**Result:** This commitment to continuous learning enabled me to stay ahead of industry trends and apply the latest best practices in my work. It significantly improved my technical expertise and problem-solving abilities. As a result, I was able to contribute more effectively to projects, offering innovative solutions and insights that kept our development processes current and efficient. My proactive approach to learning also established me as a knowledgeable resource within my team, fostering a culture of continuous improvement and curiosity.

1. **Hire and Develop the Best**- We want you to choose an amazing team! Tell us about a time when you put

a team together, or ended up on a great team. How did you know that the team was “good?” What kind

of people do you look for to be on your team and why?

1. **Insist on the Highest Standards**- Do you hate it when people cut corners? We do. Tell us about a time

when you saw an error that you could have ‘let go’ but refused to. How and why did you fix it? Why was

it important to fix? Example title:

S – **Situation:** In one of our projects, my teammate Bala submitted a pull request (PR) with logic that wasn’t optimal. The logic could have been more efficient if implemented differently, and there were design-based errors that could negatively impact the customer experience.

**Task:** My task was to optimize the code and improve the user experience. I noticed the inefficiencies and potential customer impact, and I knew it was important to address these issues rather than letting them go.

**Action:** I sat down with Bala to guide him toward the optimized logic without giving away the solution. We reviewed the code together, and I asked guiding questions to help him identify the inefficiencies. We discussed principles of efficient coding and potential improvements in both frontend and backend performance. I encouraged Bala to think through different approaches and provided feedback as he proposed solutions. This approach helped clear up any misunderstandings he had about the problem.

**Result:** As a result, Bala was able to understand and implement a more optimized solution. The runtime of the application was significantly reduced from a few seconds to milliseconds, greatly enhancing performance. The design adjustments also made the customer experience smoother and less confusing. This not only improved the quality of our product but also helped Bala develop a deeper understanding of maintaining high standards in coding.

1. **Think Big**- We want you to be able to make things that change lives, or even the world. Tell us about a time when you worked on a small project but saw applications for it in more places. How can your work translate to a larger community?

**Situation:** At my previous job as a product manager, we were launching a new software feature. A week before the launch, we discovered a potential issue with the user interface that could affect the user experience.

**Task:** We needed to decide whether to delay the launch to fix the issue or go ahead as planned and address any problems post-launch. The challenge was that delaying the launch could disrupt our marketing plans and upset our users who were eagerly waiting for the new feature.

**Action:** Given the urgency, I quickly gathered the core team for a brief meeting. We evaluated the severity of the issue and the potential impact on users. After a quick risk assessment, we decided that the issue, while important, was not critical enough to warrant delaying the launch. I then coordinated with the development team to create a temporary workaround and communicated transparently with our users about the upcoming feature and our plans to improve it post-launch.

**Result:** The launch went ahead as scheduled, and the temporary workaround effectively mitigated the issue. The users appreciated the new feature and our openness about the situation. Our team fixed the UI problem within a week, and we received positive feedback for our prompt action and communication.

1. **Bias for Action-** At Amazon we have a “just do it” mentality. Tell us about a time when you jumped into a problem instead of waiting around for someone else to tell you to. Why did you think it was important to act quickly? Remember LTI

**Situation**: At my previous job as a software engineer, our team was working on a critical feature update for our main product. One week before the scheduled release, we discovered a major bug in the new feature that caused data loss under certain conditions.

**Task**: We needed to fix the bug immediately to meet the release deadline, as delaying the update would negatively impact our customers and damage our reputation.

**Action**: Recognizing the urgency, I quickly assembled a small task force of developers to address the issue. We conducted an initial assessment and identified the root cause within a few hours. I then divided the team into two groups: one to focus on fixing the bug and another to run extensive tests on the rest of the codebase to ensure there were no other issues. I personally took charge of implementing the fix, while coordinating with the QA team to accelerate the testing process. We worked extended hours to ensure everything was thoroughly tested and stable.

**Result**: We successfully fixed the bug and completed all necessary testing within three days. The update was released on schedule, and the fix prevented any potential data loss. Our quick and decisive action not only saved the release but also reinforced our commitment to product quality, resulting in positive feedback from our customers.

1. **Frugality**- Everyone is on a budget, even Amazon. Tell us about a time you did more with less? Or a time when you made do with something that wasn’t perfect because you couldn’t afford another option?

Example title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

1. **Earn Trust**- This is so important! We want you to work here and know that your boss and your co-workers trust that you’ll do a good job. Tell us about a time when you had to get to know someone, or explain something in detail before you started on a project. If they were skeptical it’s even better. How did you make them feel comfortable with what you were doing? How did it turn out?

Example title:

S – Training Bala on the upcoming work and new colleagues with the project walkover. Tell them the timelines and how early and what does the roadmap look like. This helps soothe the process and help it deliver before time. Having knowledge transfers for smoother transitions and also the team culture.

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

1. **Dive Deep**- We want employees who are interested in the nitty gritty. Tell us about a time that you

learned more than others did. Or when you reported more than others did. Or when you listened more

than others did. Why was it important to you to understand the “issue” more than other people?

Example title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

1. **Have Backbone** - We want you to talk about a disagreement you had at work. When you knew you were

right about something but your team or someone didn&#39;t see it your way. How did you talk them into

doing it your way and what did they say when it worked out?

Example title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

1. **Disagree and Commit** – This is the opposite of “have backbone. Here, we want you to talk about

another disagreement you had at work when you had to let someone else convince you to do it their

way even though you had a different idea. How did you work through that?

Example title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

1. **Deliver Results**- at the end of the day, Amazon wants to get things done. How do you make sure to get

things done in your work? How do you measure if something is successful? Tell us about a time when

you made something better with your work and tell us exactly how it was better. We want details!

Example title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2