**Leadership Principles Worksheet**

This worksheet was designed to help align your experience with Amazon’s Leadership Principles. To best prepare, create a detailed work-related example for the following Amazon’s Leadership Principles using the STAR method. Once complete, create two alterative solutions to the same example. Why is this important? During the interview they will challenge you to think of a more optimal solution for the same problem.

**WHAT IS THE STAR METHOD?**

**S - SITUATION**

Describe the situation that you were in, or the task that you needed to accomplish. Give enough detail for the interviewer to understand the complexities of the situation. This example can be from a previous job, school project, volunteer activity, or any relevant event.

**T – TASK**

What goal were you working toward?

**A - ACTION**

Describe the actions you took to address the situation with an appropriate amount of detail, and keep the focus on you. What specific steps did you take? What was your particular contribution? Be careful that you don’t describe what the team or group did when talking about a project. Let us know what you actually did. Use the word “I,” not “we,” when describing actions.

**R – RESULT**

Describe the outcome of your actions and don’t be shy about taking credit for your behavior. What happened? How did the event end? What did you accomplish? What did you learn? Provide examples using metrics or data if applicable.

R- **REFLECT**

After writing your stories think about what you would do differently if in the same scenario again? Could you have optimized the result in any way? Could you have put in a long-term solution or mechanism in place? Did you? Were you able to quantify your results? Having **Measurable Metrics** in each example is key.

When crafting your behavioral scenarios choose stories that are complex, impressive, and showcase you exuding the leadership principles. Examples of strong stories include but are not limited to scenarios where you were the technical lead, mentoring engineers, going above and beyond your normal scope of work for the customer, or solving a complex problem for the customer etc.

For a full updated list and more information on our leadership principles please visit: <https://aws.amazon.com/executive-insights/content/leading-and-innovating-with-leadership-principles/>

**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.**

Example title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

**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.”**

Example Title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

**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.**

Example Title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

**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.**

Example Title:

S –

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Alternative Solution 1

Alternative Solution 2

**Bias for Action**

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

Example Title:

S –

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A –

R –

Alternative Solution 1

Alternative Solution 2

**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.**

Example Title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

**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.**

Example Title:

S –

T –

A –

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Alternative Solution 1

Alternative Solution 2

**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.**

Example Title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

**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.**

Example Title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

**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.**

Example Title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

**Hire & 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.**

Example Title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

**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.**

Example Title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

**Are Right A Lot: Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.**

Example Title:

S –

T –

A –

R –

Alternative Solution 1

Alternative Solution 2

**Sample Behavioral questions**

*In your interview you will not know which behavioral questions align with which principle. Try answering the following questions tailoring the stories you have written to answer the question.*

* *Tell me about a time where you sought out perspectives other than your own to make a product/service/project/assignment better.*
* *Tell me about a time when you had to analyze facts quickly, define key issues, and respond immediately to a situation. What was the outcome?*
* *Give me an example of a time you used feedback to drive improvement or innovation. What was the situation and what action did you take?*
* *Tell me about a goal that you set that took a long time to achieve or that you are still working towards. How do you keep focused on the goal given the other priorities you have?*
* *Tell me about a time when you linked two or more problems together and identified an underlying issue. Were you able to find a solution?*
* *Give me an example of when you took an unpopular stance in a course/meeting with peers and your instructor/leader and you were the outlier. What was it, why did you feel strongly about it, and what did you do?*
* *Tell me about a time you wouldn’t compromise on achieving a great outcome when others felt something was good enough. What was the situation?*
* *Tell me about a time you made a hard decision to sacrifice short term gain for a longer-term goal.*
* *Tell me about a time when you realized you needed to have a deeper level of subject matter expertise to complete your assignment or task well.*