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## The Star Method

Amazon is a data and metric driven company. You should keep your focus on the question asked and make sure your answer is tangible. The STAR method is a structured manner of responding to a behavioral-based interview question by discussing the specific situation, task, action, and result of the situation you are describing.

**Situation:** Describe the situation that you were in or the task that you needed to accomplish. You must describe a specific event or situation, not a generalized description of what you have done in the past. Be sure to give enough detail for the interviewer to understand. You should be both thorough and concise at the same time.

**Task:** What goal were you working toward?

**Action:** Describe the actions YOU took to address the situation with an appropriate amount of detail, being sure to keep the focus on YOU. What specific steps did you take and what was your particular contribution? Be careful that you don't describe what the team or group did when talking about a project, but what you actually did. Use the word "I," not "we" when describing actions.

**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? Make sure your answer contains multiple positive results.

*Make sure that you follow all parts of the STAR method. Be as specific as possible at all times, without rambling or including too much information. Keep in mind that some examples that have a negative result (such as "lost the game") can highlight your strengths in the face of adversity.*

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## General Interview Tips

- Research Amazon and have a compelling reason for "Why Amazon?"
- Review the Amazon leadership principles. Whether you are an individual contributor or the manager of a large team, you are an Amazon leader. Every Amazonian is guided by these principles.
- Ask clarifying questions to fully understand the question being presented. This is critical for success as we wouldn't want you to spend time going down one path only to realize the interviewer was asking something else entirely.
- Amazon is a very data-driven company. Provide examples using metrics/data. There's nothing better than bolstering a success story with a great data point.
- Prepare questions for your interviewers at the end of each interview. Try to think beyond typical questions such as "how do you like working here?". Interviewers appreciate questions that can promote discussions and interaction.

# Leadership Principles

Our Leadership Principles aren't just a pretty inspirational wall hanging. These Principles work hard, just like we do. Amazonians use them, every day, whether they're discussing ideas for new projects, deciding on the best solution for a customer's problem, or interviewing candidates. It's just one of the things that makes Amazon peculiar.

**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.

**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".

**Invent and Simplify** Leaders expect and require innovation and invention from their teams and always find way to simplify. They are externally aware, look for new ideas 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.

**Are Right, A Lot** Leaders are right a lot. They have strong business judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.

**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.

**Hire and 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 in invent mechanisms for development like Career Choice.

**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 driving 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.

**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.

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

**Frugality** Accomplish more with less. Constraints breed resourcefulness, self-sufficiency and invention. There are no extra points for growing headcount, budget size or fixed expense.

**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.

**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.

**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.

**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.