**Amazon Interview Tips**

Here are the questions and answers extracted from the text:

1. **Question**: What is a Bar Raiser at Amazon?
   * **Answer**: A Bar Raiser at Amazon is someone who must agree to hire a candidate along with the hiring manager. The Bar Raiser can veto a hiring manager at any time. Their job is to mitigate risk, interview in line with Amazon's standards, and ensure that interviewers are accountable during the debrief process.
2. **Question**: How does Amazon's hiring process differ from other companies?
   * **Answer**: Unlike other companies that select the best candidate from a set of interviewees, Amazon will keep interviewing until they find someone who meets their hiring bar. They look for candidates who are better than 50% of the people currently in the role and who have growth potential within the company.
3. **Question**: What are the two pillars of interviewing at Amazon?
   * **Answer**: The two pillars are content and delivery. Content refers to the substance of the examples provided during the interview, which should be transformational rather than transactional. Delivery refers to how the story is communicated, ensuring that it is neither too vague nor overly verbose.
4. **Question**: How should candidates approach the STAR method in Amazon interviews?
   * **Answer**: Candidates should focus on making the task part of their STAR response significant and impactful, showing leadership and ownership rather than just routine tasks. It's essential to prepare for follow-up questions that dig deeper into the example provided.
5. **Question**: What is the difference between transactional and transformational examples in an interview?
   * **Answer**: Transactional examples involve routine tasks and lack significant impact, whereas transformational examples demonstrate major achievements, executive-level influence, and significant business impact, such as leading a project that results in substantial revenue growth.
6. **Question**: What should a candidate do if they don't have a story for a particular interview question?
   * **Answer**: A candidate must answer the question regardless. They should brainstorm and think of any relevant experience, even if it's less impactful, especially if applying for a lower-level role. Not answering is generally not acceptable and may result in not getting the job.
7. **Question**: What kind of questions does Amazon typically ask during interviews?
   * **Answer**: Amazon's interview questions are often based on their 16 leadership principles. For example, they might ask about handling difficult interactions with stakeholders or making decisions that align with their principles.

Here's a breakdown of the key points from the text:

1. **Types of Questions and Sentiments:**
   * **Positive Sentiment Questions:** Examples include questions about challenging the status quo or making improvements. These are linked to leadership principles like "Highest Standards," where the focus is on changing or improving something in a positive way.
   * **Negative Sentiment Questions:** These involve scenarios of conflict or difficulty, such as handling a difficult interaction, often tied to leadership principles like "Customer Obsession." These questions aim to assess your ability to manage and overcome adversity.
2. **Failure Questions:**
   * Amazon often asks failure-related questions, wanting to see not just how you failed, but how you learned from the experience and turned it into a success. The goal is to show resilience, learning, and the creation of new processes or mechanisms that lead to continuous improvement.
3. **Critical Feedback:**
   * Questions about receiving critical feedback are tied to the "Earn Trust" principle. A good way to answer these questions is to discuss how you took feedback constructively and turned it into a positive change, such as improving mentorship skills or helping your team grow.
4. **Down-Leveling:**
   * If your examples don't show the necessary scope or strategic thinking required for the role you're applying for, there's a risk of being down-leveled (e.g., from an L7 to an L6). This can have implications for both the scope of the role and compensation.
5. **Director’s Dilemma:**
   * The analogy compares effective interviewing to storytelling, where you should focus on setting the scene, magnifying the problem, detailing your contributions, and emphasizing the impact. The goal is to tell your career story in a way that makes the interviewer want to hire you.
6. **Reusing Stories:**
   * It's generally okay to use the same story for different questions if it's a strong example, but no more than twice. Overusing the same story can make it seem like you lack depth in your experience.
7. **Interview Process at Amazon:**
   * The process typically includes an informal recruiter call, a tech screen or hiring manager interview, and an on-site loop. During the on-site loop, each interviewer focuses on specific leadership principles and may ask behavioral questions based on those principles.
8. **Preparation Tips:**
   * Be careful not to reveal your current or expected compensation too early, as this can affect negotiation leverage.
   * During the interview, avoid using "we" instead of "I" when discussing your contributions to ensure the interviewer understands your specific role in the accomplishments you're describing.

This summary encapsulates the main ideas and advice from the text, offering guidance on how to navigate interviews, particularly with Amazon, and emphasizing the importance of storytelling, preparation, and strategy.

Certainly! Here's a combined version of the questions and answers from the last two sessions:

**Questions Related to Sentiment**

1. **Positive Sentiment Questions:**
   * **Challenging the Status Quo:**
     + **Question:** Tell me about a time when you had to challenge the status quo. What was the status quo? How did you challenge it, and what was the overall outcome?
     + **Leadership Principle:** Highest Standards
     + **Explanation:** This question has a positive sentiment because it focuses on your efforts to change and improve an existing environment or process, which is seen as a positive action.
2. **Negative Sentiment Questions:**
   * **Difficult Interaction:**
     + **Question:** Tell me about a difficult interaction you had and how you handled it.
     + **Leadership Principle:** Customer Obsession
     + **Explanation:** This question leans towards negative sentiment as it involves dealing with conflict and overcoming adversity. The interviewer wants to see how you handle challenging situations.

**Customer Obsession**

* **Scenario:** Imagine you're working with an executive-level stakeholder, and the situation is in disarray.
* **Expectation:** The interviewer wants to see how you take the situation from disarray to a positive outcome, demonstrating your ability to change things for the better through your understanding and actions.

**Failure Questions**

* **Common Examples:**
  + Tell me about a time when you made a bad decision.
  + Tell me about a time when you had an error in judgment.
  + Tell me about a time when you failed in your previous role.
  + Tell me about a time when you failed to deliver promised work.
* **Key Points to Answering:**
  + **Amazon Analogy:** Amazon Auctions, which failed but led to the creation of Amazon Marketplace, illustrates how Amazon values learning from failures to create successful outcomes.
  + **Expectations:** The interviewer wants to see your ability to experiment, learn from failures, create new processes, and build a path of continuous improvement. They don't want to see repeated failures without learning or growth.

**Critical Feedback**

* **Question:** Tell me about a time when you received critical feedback from your manager, peer, or stakeholder. What was it, and how did you handle it?
* **Leadership Principle:** Earn Trust
* **Example:** If your manager told you to improve your mentorship skills, the interviewer wants to see how you took that feedback, learned from it, and used it to positively impact your team and peers.

**Downleveling**

* **Context:** This is common at Amazon, especially for Level 7 (L7) roles and below.
* **Scope of Examples:** It's crucial to demonstrate a strategic, visionary perspective rather than a tactical one. If your examples don't align with the expected scope of the role, you may be down-leveled (e.g., from L7 to L6).
* **Impact:** Being down-leveled affects not only the scope of your role but also compensation, so it's important to prepare examples that reflect the appropriate level.

**Director's Dilemma (Storytelling in Interviews)**

* **Setting the Scene:**
  + Describe the context, such as working with a stakeholder that produces 90% of revenue with one customer.
  + This helps the interviewer understand the magnitude of the situation and the trust placed in you.
* **Magnifying the Problem:**
  + Highlight the challenges, such as dealing with a CEO or having contentious conversations with executives.
  + This demonstrates the scope of your responsibilities and your ability to overcome adversity.
* **Solution and Contributions:**
  + Focus on how you solved the problem, but more importantly, emphasize your specific contributions.
  + Use "I" instead of "we" to clearly convey your role and ownership in the solution.
* **Impact:**
  + Conclude with the impact of your actions, such as increasing revenue or improving a process.
  + Mention long-term impacts and avoid sounding arrogant; present the outcome matter-of-factly.

**Reusing Examples**

* **Guidance:** You can use the same story twice if it applies to two different questions, but not more than twice. Repeated use may give the impression that you lack diverse experience or didn't prepare adequately.

**Understanding Position Levels at Amazon**

* **Levels:**
  + Senior roles, such as Senior Software Developer (L6), Senior Manager (L7), Principal (L7), and Senior Principal (L8), have clearly defined levels.
  + Titles like Software Developer can be either L4 or L5, depending on the role.
* **Clarification:** If unsure about the level of the position, it's best to ask the recruiter or hiring manager directly.

**What to Expect in the Amazon Interview Process**

* **Recruiter Call:** Informal discussion about the role, compensation expectations, and role details. Avoid giving away your current compensation to maintain negotiation leverage.
* **Tech Screen or Hiring Manager Interview:** A functional or technical fit interview, which can be unpredictable. Sometimes, a second interview may follow.
* **On-Site Loop:** A formalized process involving 4 to 7 interviewers, each assigned specific leadership principles. The interview focuses on behavioral questions and technical or functional fit, depending on the role.

This combined summary covers the main topics and guidance provided in the last two sessions, giving you a comprehensive overview of how to approach these interview scenarios.

Here are the questions and answers extracted from the provided text:

1. **Question:** *How do you deflect a question about compensation expectations if you don’t want to give too much away?*
   * **Answer:** You can say, "Right now, I’m more interested in the scope of the role and learning more about Amazon. I’m not prepared to talk about compensation at this stage. I need to review my current compensation and consider where I want to be before making any decisions. We can discuss this at a later time." If pressed, you can continue to deflect by stating that you’re unsure of your total compensation for the year and would prefer to discuss it later.
2. **Question:** *Does the interviewer let you know which leadership principle (LP) they are basing their questions on, and how can you tell?*
   * **Answer:** Interviewers typically do not tell you directly which LP they are basing their questions on. However, you can prepare by knowing the LPs and crafting examples that can pivot between multiple principles. For instance, an example of meeting a tight deadline could be used for both "Deliver Results" and "Invent and Simplify." Recognizing cues in the questions, like root cause analysis for "Dive Deep," can help you identify the relevant LP.
3. **Question:** *What is Amazon’s compensation philosophy, and how is it structured?*
   * **Answer:** Amazon’s compensation philosophy is based on a four-year projection, comprising base salary, sign-on bonuses, and stock. The base salary is capped at $160,000 (or $185,000 in New York/San Francisco). The sign-on bonus is significant in the first two years due to the back-loaded stock vesting schedule, with only 5% of stock vesting in the first year and increasing percentages in subsequent years. Amazon also factors in a 15% year-over-year appreciation for stock value.
4. **Question:** *Is the base salary cap of $160,000 applicable to all levels, including executives?*
   * **Answer:** Yes, the base salary cap of $160,000 applies to all levels, including executives, except in New York and San Francisco, where the cap is $185,000.
5. **Question:** *What is a stock refresher at Amazon, and how does it work?*
   * **Answer:** A stock refresher is an additional stock grant given annually, but it’s not guaranteed. You’re eligible for it starting in your second year, and it’s based on your total compensation target (TCT) and performance. The company reviews your compensation outlook for the next two years and adjusts your stock grants accordingly.
6. **Question:** *Can you ask the bar raiser to rephrase a question to better understand the leadership principle they’re assessing?*
   * **Answer:** You can ask the bar raiser to rephrase the question, but you cannot directly ask which LP they’re assessing. Instead, you can phrase it by saying, "Are you asking for me to show my ability to dive deep here?" This approach might give you a better understanding without directly asking about the LP.

These are the key questions and answers from the provided text.