Forte 2022
**Rodrigo Azuero**

Business title: Economist
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## Performance

Below is your performance summary, representing how you performed this past year compared to expectations for your role and level.

**Exceeds High Bar**

Your performance this year exceeded Amazon's high performance bar for your role and level. Your contributions exceeded expectations in delivering for your customers.
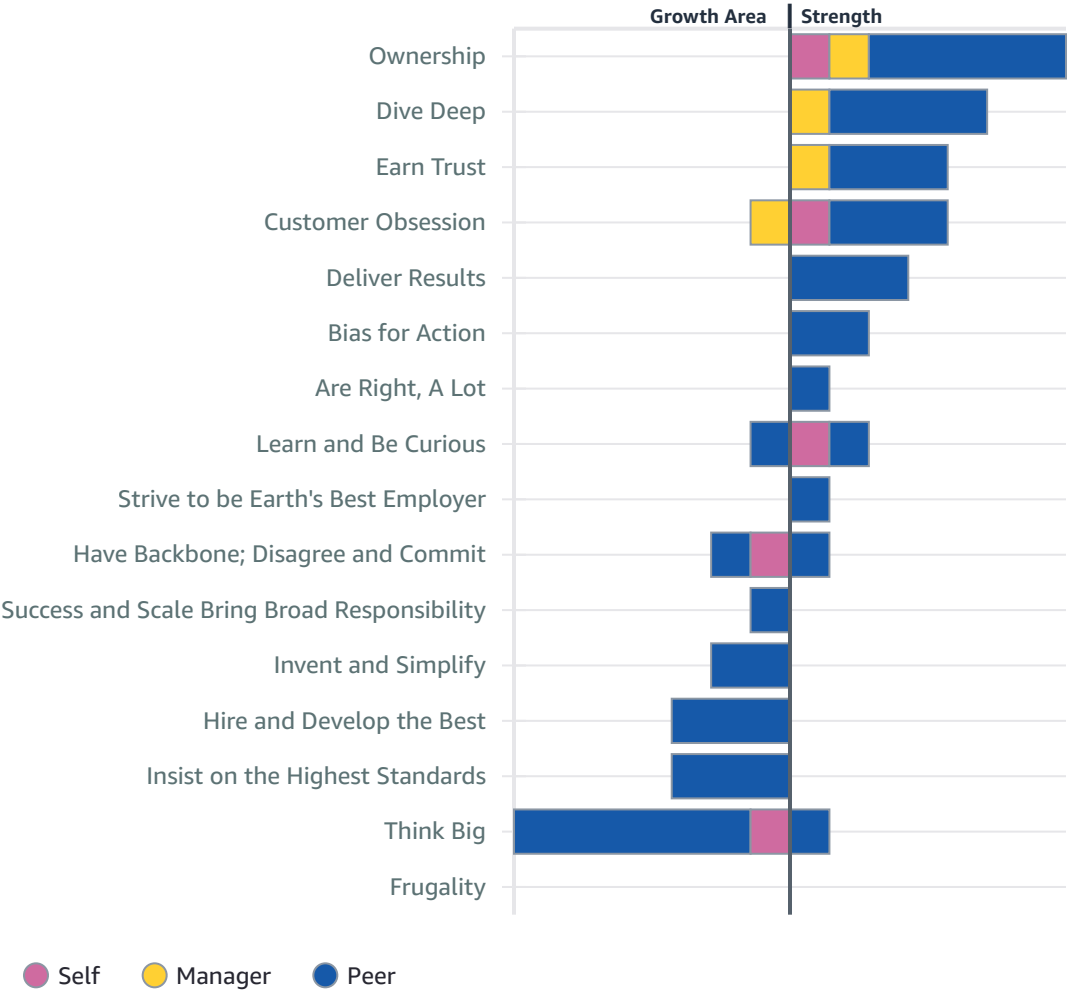
## Leadership Principles

The Leadership Principles help define our culture. They represent how we innovate on behalf of customers. Below is a summary of how you demonstrate the Leadership Principles.

Leadership Principles summary: Solid Strength

You consistently demonstrate Amazon's Leadership Principles in how you work. You are strong on many Leadership Principles and continue to grow in others.

Leadership Principles feedback

Below are the Leadership Principles you, your peers, your direct reports (if applicable), and I think you best demonstrate as strengths, and those we think are your growth areas.



| | Growth Area | Strength |
|---|---|---|

Ownership
Dive Deep
Earn Trust
Customer Obsession
Deliver Results
Bias for Action
Are Right, A Lot
Learn and Be Curious
Strive to be Earth's Best Employer
Have Backbone; Disagree and Commit
Success and Scale Bring Broad Responsibility
Invent and Simplify
Hire and Develop the Best
Insist on the Highest Standards
Think Big
Frugality

● Self     ● Manager     ● Peer

**Leadership Principles definitions**

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## Super powers

You bring a lot of strengths to your work at Amazon. Below are the super powers that stand out for you, your co-workers and me.

**Self-reflection:**

**What are you most excited about at work?**

I consider myself an economist with very strong coding, theoretical skills, and communication skills. I enjoy mentoring other scientists and non-technical experts in topics related to causal inference/coding. I am particularly good working with customers helping them specify a business question from a very ambiguous problem and work with them to quantify the tradeoffs and identify the solutions.

**When you're at your best, how do you best contribute?**

Getting techniques at the frontier in causal inference/causal ml and adapting them to customer needs. I am particularly good working

backwards with customers. Understand their business needs and translate this in a quantitative framework so that they can understand the solution easily. I enjoy working with applied scientists and SDE's and wearing multiple hats [AS/SDE/PM] in the same project.

**Manager feedback:**

Diving in quickly and selflessly. Rodrigo communicates actively and clearly about what he's accomplished and plans next, soliciting feedback and suggestions along the way.

**Peer feedback:**

He has a great capability to apply principles/techniques/technology best practices that demonstrate core competency. He showed total commitment to his work and collaborated with others to identify strategies for resolution of customer issues. He shows a sincere interest in collaborating with teams and suggesting solutions. He has been super helpful for any kind of help in DSI P&L project.

I admire Rodrigo's ownership, we worked together on PnL project. He was tirelessly explain how the science model works for me. As an economist he never said "that's engineering task". He is always curious to learn how to build things himself. During he PnL project you could see him always staying up at night trying to get things done, strong ownership, deliver results.

Ownership, Dive Deep:
Rodrigo has demonstrated strong ownership in the EconPnL project. In addition to major features contribution in EconPnL, he tracked multiple experiments and demonstrated his dive-deep capabilities on results.
He has been a great help on DSI3.0, helping scientists ramp up on DML, explaining concepts. He is very proactive in answering customer questions and resolving ambiguous science questions.

Rodriga has shown bias for action by completing the pnl project under tight deadlines and delivering the project. He also bridged some of the gaps between engineers and scientists and reduced the churn for both teams.

Rodrigo has an impressing ability to convey something very complex into laymen's terms. He can discuss complex scientific concepts when speaking to customers, SDE's, PM's, etc with ease and this helps the team grasp concepts and move quickly. He is also amazing at continuous process improvement - always identifying gaps/inefficiencies and making improvements.

Rodrigo has strong science knowledge in causal inference and DSI. Whenever our team seeks his help for science flaws in the self-service DSI runs, he is always able to develop a solution to address the issues. In addition, he never stops thinking about science opportunities to improve existing products.

Rodrigo's biggest superpower is leading with empathy. He is genuinely invested in the success and growth of teammates, customers, and stakeholders alike. He has earned trust by speaking candidly yet respectfully and by demonstrating strong ownership. His teammates also

benefit from his solid scientific foundation and knack of clearly explaining complex topics.

Rodrigo's work on Econ DSI PnL was an example of his unrelenting work ethic and commitment to deliver results; despite the multiple challenges he faced as a new Amazonian. He went above and beyond his role to secure an S-team win.
He leads efforts on improving Science discussions - his talk on DML for DSI v3 was greatly appreciated.

Rodrigo's super power is his talent for teaching. No matter how complicated the subject, he can always break it down in a way that makes it easy to consume, understand, and move forward with action. Rodrigo is one of the most thoughtful scientists I know, which makes him an asset to any discussion he is in.

## Growth ideas

We know that leaders are never done learning and always seek to improve themselves. Below are the growth ideas you, your co-workers and I suggest.

**Self-reflection:**

I definitely want to work on big-scale projects. I think the best way to do this is to think how a specific customer question can be generalized for a large-scale solution.
Have backbone, disagree and commit: I tend to give the benefit of the doubt when a customer/leader/colleague has strong feelings about pursuing a specific approach.

**Manager feedback:**

I listed customer obsession as a growth area not because its a weakness, but because it's a high leverage point in AWS, especially for a scientist. Customers here are open to science, but often need more handholding (relative to retail website) on what the science implies and how to use it.

**Peer feedback:**

As new engineers have joined the team, it would have been better if reasons for each feature generation process has been documented and explained to engineers. This would have simplified the onboarding process for new people. This might be missed because of tight deadlines.

I don't have enough information to answer this.

I hope Rodrigo has opportunities to deliver autonomously on key ambiguous projects. I believe he can have very far reach in this aspect. Additionally, I hope he can find scalable ways to share his knowledge by mentoring others.

I hope Rodrigo will be given projects that allow him to continue applying

his science skill sets and deliver for customers. I wish him succeed in the new team.

I would like him to start taking sessions sharing his domain knowledge to the team.

I'd encourage Rodrigo to think big, take calculated risks, and try out things that may be out of his comfort zone. This will further help propel his career. Other growth ideas are gaining better understanding of business side of things and writing higher quality code.

It would be amazing to see Rodrigo getting more involved in the science product development that anticipates customers' needs. He has a strong intuition and customer knowledge. With his deeper understanding of econometrics, many delightful customer experiences can be built.

Rodrigo has a strong science background and research skills. He already does this but would like to emphasize that he continues utilizing his knowledge in economics to bring new ideas and enhancements to the product. Also with that he can challenge himself by taking on projects in more ambiguous problems areas. He could also help mentor economists and scientists.

Rodrigo has strong background in Causal Inference and Econometrics; he should look for opportunities to showcase his knowledge by actively collaborating/consulting with other Scientists. He should leverage his domain expertise to discuss/debate during the investment stage; be more vocal/push-back on science decisions by expressing his concerns; and actively engage in improving the Science bar on the team.

Thank you!