

## Our Leadership Principles

Whether you are an individual contributor or a manager of a large team, you are an Amazon leader.

### **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 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.

### **Are Right, A Lot**

Leaders are right a lot. They have strong 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 to 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 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.

### **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.

## **Amazon's Peculiar Ways:**

- We earn trust with our customers by making precise, high-bar promises and then keeping them.
- We are willing to make long-term investments - sometimes at the expense of short-term gains.
- We share the good and the bad to help customers make informed decisions.
- We work to avoid the bland personality that customers typically associate with the big homogeneous, corporate Borg.
- We take credit for (i.e., brag about) the impressive things we do in a way that is subtle and sophisticated.
- We endeavor to speak to our customers in a tone that is neither boastful nor boring.
- We use specificity when possible and sensible.
- We prefer to title features factually with a degree of precision.
- We don't make content look like an ad.
- We stay away from creating new icons.

## **SDE Principles:**

### **Drive Quality**

SDEs assume responsibility for quality; have relentlessly high standards and write good code in order for the product/service to work right the first time; own problems found with their own code; get design and code reviewed, clearly document code and rigorously review other developers' code; test code thoroughly.

### **Have Excellent Functional Skills**

SDEs are excellent problem solvers, analytical thinkers and possess excellent job-relevant technical skills (e.g. design, development, building schedules, coding, etc); understand performance and operational issues; are flexible, adaptable, and able to multi-task; have knowledge of and continue to develop an extensive software development toolbox.

### **Deliver Results**

SDEs own and drive tasks to completion; work efficiently to meet deadlines - including setting and meeting milestones; prioritize competing tech projects to deliver the right results. Despite setbacks, they rise to the occasion, maintain focus and never settle.

### **Innovate & Simplify**

SDEs are resourceful and discover ways to innovate and invent while also finding the simplest solution (wield Occam's razor effectively); do not needlessly complicate; continually think outside the box to address problems creatively.

### **Have Operational & Customer Focus**

SDEs focus on making things better for customers by quickly and thoroughly resolving defects; always research and seek the root cause to solve problems; understand the business context and impact of their work and consider scaling issues; provide excellent on-call customer support; are advocates for customers - both internal and external.

### **Communicate Clearly**

SDEs keep teammates informed of issues that affect the team by clearly and directly communicating (verbal & written), escalate issues and concerns promptly and appropriately.

### **Exercise Judgment**

SDEs have strong judgment, clarity of thought and good instincts that inform their software development decisions; garner respect and are able to drive consensus and influence others by being right a lot; are smart about working on the right stuff and working through applicable tradeoffs.

## **Demonstrate Engagement & Teamwork**

SDEs have a high level of ownership for their work and professional development; are proactive and demonstrate a positive, can-do attitude; are respected members of the team; work across organizations effectively; mentor other engineers; learn from others and from their own mistakes.