Forte 2019
Sharath B Somashekariah

Business title: Business Intel Engineer III
Manager: Sameer Balgi, sameerb@

Employee portion

What are you most excited about at work?

Understanding the finance aspect of the company and helping the team to automate and simplify their day to day work. Also teaching the team about how can they leverage technology in their day to day work to improve efficiency.

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

Simplify the amount of tasks required to do by coming up with a creative ideas, use multiple technologies to build a solution which is simple and easy to use for the whole team.

Which Leadership Principles do you demonstrate when you are at your best?

> #### 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.

> #### 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.

> #### 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.

What growth ideas do you have for yourself?

I would like to deep dive more to understand the process better than now, also work on remember the terminologies and logic used in the process.

Are there any Leadership Principles you want to focus on for growth?

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."

Bias for Action

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

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.

Feedback

You bring a lot of strengths to your work at Amazon. What stands out for me is:

Sharath's biggest superpower is his resourcefulness and ability to tap into that knowledge base to deliver solutions and ideas. Consistently, his peers have called out his ability to remain calm, think through the problem and deliver on the customer ask as his strongest trait. I will also add that Sharath works best when he has full ownership of the project.

Here are the super powers your peers provided:

> He works hard to earn the trust of his peers and continuously sends through iterations on work he has promised to deliver on. He takes the time to understand the business use case of tasks that are asked of him so that he can provide data in the most meaningful way.

> I can always rely on Sharath. He dives into requests, investigates, asks thoughtful questions

and quickly resolves issues. I appreciate his curiosity, ability to explain technical terms, and eagerness to share learnings.

Sharath embodies learn and be curious as he tries to understand both the technical and business intent behind our development. He's creative and has strong ability to turn around small tasks quickly.

Sharath is able to quickly earn trust and develop mutually inspiring collaboration with Finance partners.
In HeadCT project, he has been taking great initiatives and is an significant contributor. Three impressive things: 1) He is able to persuade difficult counter-parties to collaborate; 2) He delivers what he promises sparing no efforts; 3) Technology is simple and powerful in his hands

Sharath is particularly good in identifying opportunities to simplify things. He does this by not only looking into the short term goals but also long term implications.

Sharath is very calm and patient at work. I can trust him to get the job done.

Sharath's ability to remain calm in a high stress environment. Sharath is able to synthesize complex asks and deliver what's asked of him. An example of this was when we worked together on the SDP project when under an intense time pressure he was able to create the queries and views needed to for the WBR deck.

Sharath's super power is his ability to dive into any technical issue and provide a solution!! He is the go to person for any difficult technical issues I face while working and is always willing to help!

Sharath's super power is his customer obsession. I worked on expected incremental project with Sharath where he actively reached out and asked for user feedback, then work backwards to improve the result. I am impressed at his commitment to deliver result that is valuable for the customer.

Sharath's super power lies in his ablility and willingness to coath tools such as Tableau and QuickSight.

What differentiates a good BI person from a great BI person is their ability to step back and understand the data and the business implications. He is one who is about more than just pulling data and has a knack of picking up the business intricacies fast to contribute more than just his technical skills.

The Leadership Principles are a key component of Amazon culture. Your peers, direct reports (if applicable), and I think you best demonstrate the following Leadership Principles:

Invent and Simplify
7 responses
1 manager, 6 peers

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.

Bias for Action
5 responses
1 manager, 4 peers

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

Dive Deep
3 responses
3 peers

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.

Ownership
3 responses
3 peers

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."

Learn and Be Curious
3 responses
3 peers

Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.

Earn Trust
3 responses
3 peers

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.

Customer Obsession
3 responses
1 manager, 2 peers

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.

Are Right, A Lot
1 response
1 peer

Leaders are right a lot. They have strong judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.

Insist on the Highest Standards
1 response
1 peer

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.

We know that leaders are never done learning and always seek to improve themselves. Below are the growth ideas your co-workers and I provided. We hope you find these ideas useful.

Growth ideas from me:

Based on feedback from team mates, I'd like Sharath to build more mechanisms to ensure his work is of the highest quality. While Sharath is good at his specific project, an area that i want him to build is a really deep understanding of the information in our database. Learning about

products and metrics will make him an indispensable partner.

Growth ideas from your peers:

Being more proactive, vocalizing his confusion at an earlier stage and setting clear demands/needs from him business partners to best help him accomplish what he needs to be more useful. Taking ownership and following up with business partners to see if tools/data is tying correctly.

Have worked with him for a short period of time thus lucking sufficient data points to provide meaningful growth areas as of today.

I would encourage Sharath to start developing relationships with the business teams, gaining more business knowledge and work on supporting certain business areas independently. Improvement in this area will help him become an all rounded BIE.

I'd like to see Sharath learn more about the products that he supports. A good way to do that would be by attending the SDP WBR meetings and ask questions or asking to be included in product related meetings.

Occasionally, speed comes at the cost of quality. Sharath can reduce re-work by double-checking results or comparing output against requirements. He on boarded quickly and has already worked on a variety of projects in Advertising. He can develop depth by taking ownership of a specific area within the BI team, or seeing through a long-term project, from beginning to inception.

Sharath can grow further on bias for action. With Sharath's excellent knowledge, I am certain that he will make a bigger impact on the team if he take more initiative and work on more team-wide projects.

Sharath can improve on pushing back, holding people accountable for what was promised and insisting on higher standards.

Sharath could work on paying attention to details and challenging himself to take up additional responsibilities.

Sharath has the ability to do more as our BI resource. If he could get more involved in projects and deliever results, this would improve his influence and contribution.

Sharath needs to improve on his ability to dive deep and deliver results. While small tasks are no problem, he has difficulty in delivering on larger projects. He should seek to build a

> 'stakeholder community' with whom he can collaborate, validate and maintain frequent communication/status updates. This would improve the quality of his delivery.
>
> This is essentially not a growth idea for an individual, instead it is a challenge for the majority of Amazonians.
> Confronting multiple attractive projects in parallel, it is really hard to prioritize and sometimes we all try to balance and make trade-off.
> We should all work on "ruthlessly prioritizing" in our day-to-day work.

Here are the Leadership Principles your peers, direct reports (if applicable), and I suggest you focus on for growth:

Ownership
7 responses
1 manager, 6 peers

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."

Dive Deep
4 responses
1 manager, 3 peers

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.

Insist on the Highest Standards
4 responses
4 peers

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.

Bias for Action
3 responses
3 peers

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

Deliver Results
3 responses
3 peers

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.

Think Big
3 responses
3 peers

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.

Have Backbone; Disagree and Commit
2 responses
2 peers

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.

Are Right, A Lot
1 response
1 peer

Leaders are right a lot. They have strong judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.

Customer Obsession
1 response
1 peer

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.

Learn and Be Curious
1 response
1 manager

Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.

Thank you!