



UCL SOM

# DRTP INDIVIDUAL PORTFOLIO

Delivering Results Through People

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MAIN REPORT WORD COUNT: 1989 WORDS

APPENDICES WORD COUNT: 10770 WORDS

## Table of Contents

<b>REPORT .....</b>	<b>2</b>
<b>1. ANALYSIS OF ORGANISATION AND ROLE .....</b>	<b>2</b>
<b>2. SELF-ASSESSMENT AND IMPROVEMENT PLAN: EMOTIONAL SELF-AWARENESS .....</b>	<b>6</b>
2.1. EVIDENCE BASED SELF-ASSESSMENT .....	6
2.2. IMPROVEMENT PLAN .....	8
<b>3. SELF-ASSESSMENT AND IMPROVEMENT PLAN: EMPATHY .....</b>	<b>9</b>
3.1. EVIDENCE BASED SELF-ASSESSMENT .....	9
3.2. IMPROVEMENT PLAN .....	11
<b>4. SELF-ASSESSMENT AND IMPROVEMENT PLAN: INSPIRATIONAL LEADERSHIP .....</b>	<b>12</b>
4.1. EVIDENCE BASED SELF-ASSESSMENT .....	12
4.2. IMPROVEMENT PLAN .....	13
<b>APPENDICES .....</b>	<b>14</b>
<b>1. EXPERIENCE ANALYSIS .....</b>	<b>14</b>
<b>2. JOB DESCRIPTION ANALYSIS .....</b>	<b>16</b>
<b>3. ORGANISATION PURPOSE, VALUES AND CULTURE ANALYSIS .....</b>	<b>21</b>
<b>4. HBR EMOTIONAL INTELLIGENCE SELF-ASSESSMENT .....</b>	<b>23</b>
<b>5. TASHA EURICH SELF-AWARENESS ASSESSMENT .....</b>	<b>26</b>
<b>6. HBR CULTURAL PROFILE .....</b>	<b>29</b>
<b>7. 1-PAGE USER MANUAL .....</b>	<b>32</b>
<b>8. INDIVIDUAL PURPOSE AND VALUE SELF-ASSESSMENT .....</b>	<b>34</b>
<b>9. BAIN INSPIRATIONAL LEADERSHIP MODEL .....</b>	<b>36</b>
<b>10. CAPPFINITY STRENGTHS PROFILE .....</b>	<b>38</b>
<b>11. INTERVIEW TRANSCRIPTS .....</b>	<b>40</b>
<b>12. AMAZON EMPLOYEE SELF-EVALUATION .....</b>	<b>43</b>
<b>BIOGRAPHY .....</b>	<b>45</b>

## REPORT

### 1. Analysis of Organisation and Role

This section explores the role of a Business Intelligence Intern at Amazon, what delivering results through people means for this job, and the social and emotional skills and behaviours that have the highest impact on delivering results.



**Figure 1 – Amazon Leadership Principles**

#### Key People

The key people I would be working with in this role depends on the team I am assigned to (8 possible teams, see Job Description). Irrespective of the team, Business Intelligence Interns need to collaborate with the Data Ingestion/Engineering team (Interviews). BI Interns are measuring the data provided by this team, so in case there is something wrong in the database, there needs to be collaborative work to solve the problem. On opposite ends, BI interns are measuring data to provide business insights for their team and other teams. BI interns work with internal teams (Interview 2). Interns are assigned a mentor and a manager from their own team, with who they discuss their tasks. (Interview 2).

#### Types of Teams

BI Interns spend much of their time working alone on their tasks and making decisions. (Self-managed team) (Interview 2) Interns need to work with people from their team when discussing with the mentor and manager, when asking for help from other colleagues, and when asking for feedback and business requirements of their data analysis from their colleagues (Functional Team) (Interview 2, Experience Analysis). Interns work with other teams as well (Cross-Functional Teams).

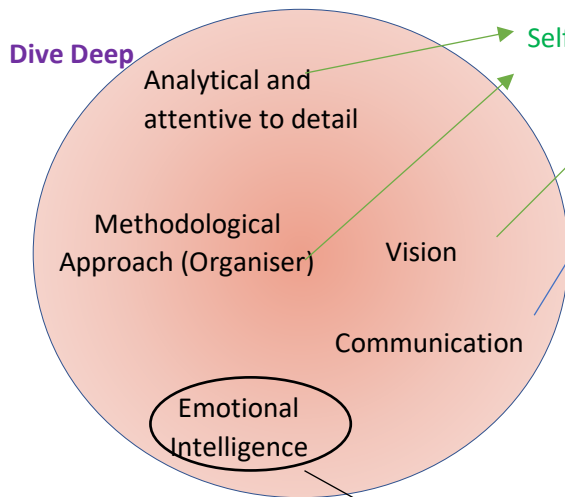
## Performance Measurement

According to Interview 2 and Experience Analysis, the performance of BI interns is measured as follows:

- Intern self-reviews (mid and final) according to Leadership Principles (strengths and weaknesses)
- Project Presentations with the team and other teams (mid and final) – Measures easiness to understand by non-specialist, business requirements met, speed of dashboard
- Team meeting every 2 weeks to identify strengths/weaknesses of the team (self-assessment and feedback)
- Weekly meeting with manager and mentor and daily meetings with mentor to check if deadlines are achieved and to revise them (adaptability is important as priorities change often)

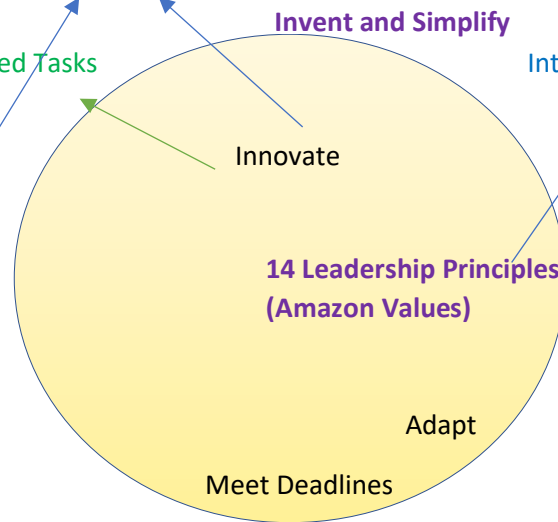
## Social and Emotional Skills, Behaviours with Highest Impact on Great Results

### Social and Emotional Skills



### Project Presentations

### Behaviours



### Intern Self-Review

### Customer Obsession

### Relevant Emotional Intelligence Components for the Job:

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

### Bias for Action

### Mentor and Manager Meetings

### Functional Team

### Cross Functional Team

### Deliver Results

### The Five Components of Emotional Intelligence at Work

#### SELF-AWARENESS

**Definition:** the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others

#### Hallmarks:

- self-confidence
- realistic self-assessment
- self-deprecating sense of humor

#### SELF-REGULATION

the ability to control or redirect disruptive impulses and moods; the propensity to suspend judgment—to think before acting

- trustworthiness and integrity
- comfort with ambiguity
- openness to change

#### MOTIVATION

a passion to work for reasons that go beyond money or status; a propensity to pursue goals with energy and persistence

- strong drive to achieve
- optimism, even in the face of failure
- organizational commitment

#### EMPATHY

the ability to understand the emotional makeup of other people; skill in treating people according to their emotional reactions

- expertise in building and retaining talent
- cross-cultural sensitivity
- service to clients and customers

#### SOCIAL SKILL

proficiency in managing relationships and building networks; an ability to find common ground and build rapport

- effectiveness in leading change
- persuasiveness
- expertise in building and leading teams

FROM "WHAT MAKES A LEADER?" BY DANIEL GOLEMAN, JANUARY 2004

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8

### Customer Obsession

<sup>9</sup> Goleman, "Emotional Intelligence has 12 elements. Which do you need to work on?"

<sup>8</sup> Goleman, "What Makes a Leader"

The diagrams above identify 5 social and emotional skills required for the job. Emotional Intelligence is further broken down into 13 relevant components (highlighted in red). Three key behaviours are identified, apart from the 14 Leadership Principles required for any Amazon employee, incorporated into the company's culture and values (Purple). The diagrams of skills and behaviours are connected with delivering results (each arrow connects a skill/behaviour with a task, a team, or a Leadership Principle). See Job Analysis for a detailed explanation of these connections.

## 2. Self-Assessment and Improvement Plan: Emotional Self-Awareness

### 2.1. Evidence Based Self-Assessment

#### Current Level of Emotional Self-Awareness

Analysing the results from the personality tests, as well as the feedback from my trusted friends, I am internally aware person. The feedback from Giulia made me realise that my lack of external self-awareness is caused by the fact that I don't ask for feedback enough and I make too many assumptions of others' perception of me.



Figure 2 – HBR EI Test



Figure 3 – Tasha Eurich Test



Figure 4 – Cappfinity Test Learned Behaviour

#### Experience Analysis

##### Example 1

*Situation* – During the UCL examination period, I had 3 conflicting deadlines. Even though I organized my tasks by day, I was never able to complete everything I planned.

*Task* – Finish all the tasks so I can get good grades.

*Action* – I started to self-reflect and I realised that I always want to invent and improve, which sometimes affects my ability to stick to a deadline. I have used the “What” technique learned in DRTP lectures and asked myself what I can do to spend less time on each task. Self-reflection helped me find a solution: timing myself and setting alarms for each sub-task.

*Result* – I have managed to complete all my tasks in time.

*Reflection* – I have learned that I am self-aware of my weaknesses and that self-reflecting can help me improve them.

### Example 2

*Situation* – I was working on a data dashboard with a marketing intern at Bombinate. My manager complained that we are too slow because I asked for extensions at some sub-tasks.

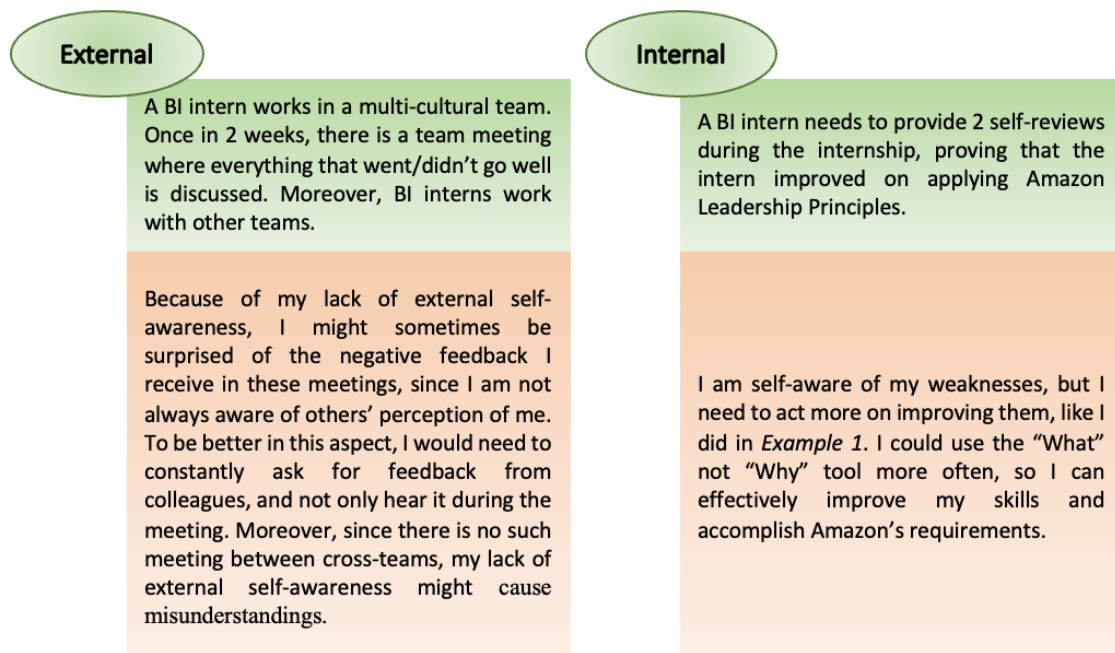
*Task* – Create a data dashboard for the marketing department.

*Action* – When working with the intern, who was not that technical, I was always considering how he perceived me (techy) and tried to pay more attention on explaining the technical tasks by linking them to business requirements. Nonetheless, when the manager complained about me being late in delivering, I was arguing that it is my job to innovate and improve the dashboard.

*Result* – I had good communication with the marketing intern. Nonetheless, some tasks were not delivered on time. At the end of the internship, my manager offered me some feedback: he perceived me as a perfectionist and was trying to help me be more organized.

*Reflection* – I was aware of the intern's perception of me which helped me build good communication. Nonetheless, I was not aware of how my manager perceived me up until he explicitly told me at the end. This made me realise that in some situations I still need improvement on my external self-awareness.

### Further Improvements





## 2.2. Improvement Plan

### Past 6 Months

Self-reflecting for improving my weaknesses: I have started to use the “What” technique from *Example 1* on other weaknesses, such as building better empathy skills.

Journaling: During the DRTP group-work, I was writing down about each meeting, for identifying conflicts and root causes. Moreover, I was describing my emotions before/after meetings using HBR’s list of 54 emotions.<sup>10</sup>

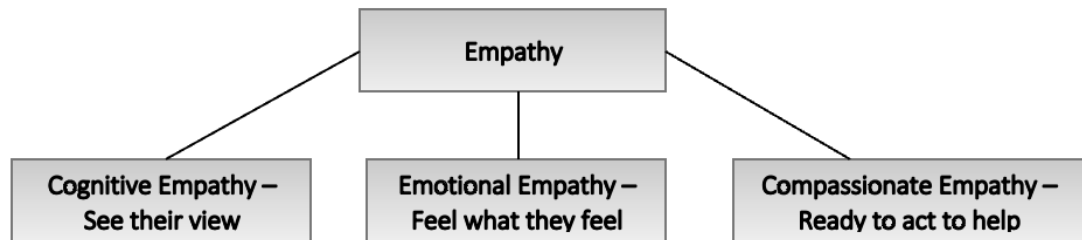
### Next 6 Months

Ask for feedback and reflect: I am planning to challenge my assumptions about how I am perceived by other people by constantly engaging to ask for feedback. Afterwards, I will reflect on the information and use it to improve my relationships and communication with those people.

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<sup>10</sup> David, “3 Ways To Better Understand Your Emotions”

### 3. Self-Assessment and Improvement Plan: Empathy



#### 3.1. Evidence Based Self-Assessment

##### Current Level of Empathy

Analysing the results from the personality tests, as well as feedback from my trusted friends, I have good cognitive empathy with people similar to me, and I need improvement when I work with very different people. I was surprised that my friend Andrei thinks I sometimes lack compassion, but he pointed out a situation when I did not act to help, and the Cappfinity results indicated the same thing.

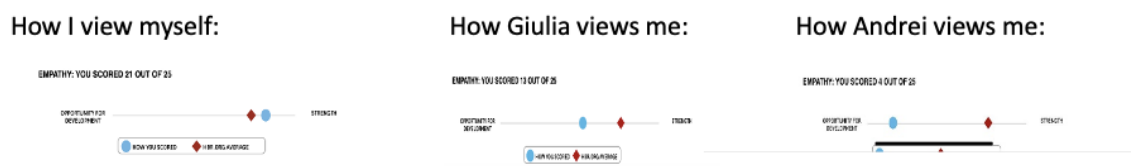


Figure 5 – HBR EI Test



Figure 6 – Cappfinity Test Weakness

#### Experience Analysis

##### Example 1

*Situation* – During the DRTP group project, I had a disagreement with a team member because I preferred to categorise technology applications based on a lot of variables, while he was more top-down and preferred a short description. We could not agree on the approach, and he grew frustrated with the level of detail I require, while I thought he was being superficial.

*Task* – Building a table of possible HR analytics applications for Volkswagen and choosing the best ones.

*Action* – To reach an agreement, we contacted another team member to vote on the best approach.

*Result* – The third colleague agreed with my approach. Nonetheless, we wasted a lot of our time with this conflict and put the third colleague in an unpleasant situation.

*Reflection* – Me and my colleague had conflicting decision-making norms. This is a frequent problem in multi-cultural teams.<sup>13</sup> I could not see his view because we were too different. In *appendix 4* I provide an example where I demonstrated good cognitive empathy when that person was in a situation I was familiar with. Therefore, I need to improve on understanding people that are different from me and to treat them accordingly.

### Example 2

*Situation* – During my summer internship, my colleague asked me to help her fix a SQL table. I was busy with my own tasks and did not have time to accommodate her request in my work hours.

*Task* – Help my colleague fix her SQL table, while completing my own tasks.

*Action* – I have spent one hour after my shift ended to fix her table.

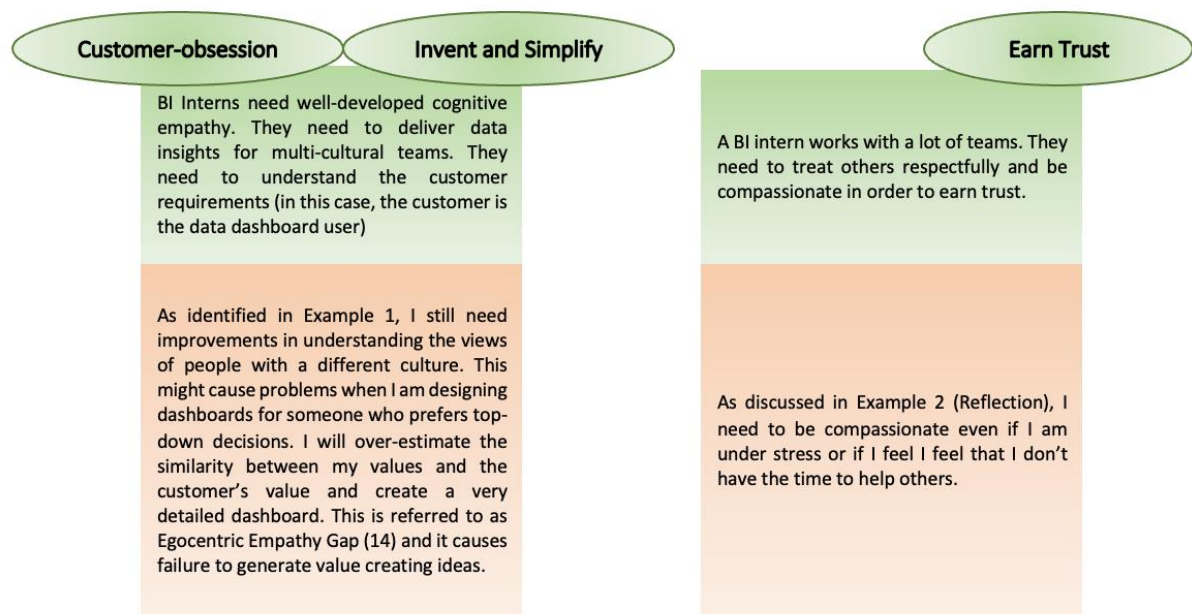
*Result* – She appreciated my help. She treated me really nice after that, and I believe that my collaboration with her went a lot better compared to other colleagues I was not so kind with.

*Reflection* – I have learned that showing compassion drives better results in teams. Nonetheless, as Andrei pointed out (*appendix 4*), I am not so kind when I am under a lot of stress with my own deadlines.

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<sup>13</sup> Brett, “Managing Multicultural Teams”

## Further Improvements



14

### 3.2. Improvement Plan

#### Past 6 Months

**Worked with People from Different Cultures:** During UCL group projects, I have tried to build culturally diverse teams. This helped me identify areas where I need to improve my empathy skills.

#### Next 6 Months

**Spend Kindly:** Make a choice to spend on someone else. Offer kindness and time even if I am busy and reflect on the experience and how it made me feel. <sup>11</sup>

**Disagree Better:** Talk to someone that disagrees with me. Instead of debating for my view, ask them to tell me the story of how they came to have that view. This leads to more productive discussions and improvement of emotional and cognitive empathy. <sup>12</sup>

<sup>14</sup> Liedtka, "Linking Design Thinking with Innovation Outcomes through Cognitive Bias Reduction"

<sup>11</sup> Zaki, "Challenge 2 - Spend Kindly — The War For Kindness"

<sup>12</sup> Zaki, "Challenge 3 - Disagree Better — The War For Kindness"

## 4. Self-Assessment and Improvement Plan: Inspirational Leadership

### 4.1. Evidence Based Self-Assessment

#### Personal Leadership Brand

My Inspirational Leadership Brand is made of: Follow-Through (Top 10%), Self-Actualization (Top 10%), Direction (Top 10%), Focus (Top 25%) and Centeredness. The percentage ranking is explained in *Appendix 9*. Bain research shows that skills ranked within top 10% are distinguishing strengths, and skills ranked between the 70<sup>th</sup> and 90<sup>th</sup> percentiles are potential distinguishing strengths. (15) Moreover, same source argues that 3 distinguishing strengths have 82% chance of inspiring others, while 4 distinguishing strengths have 91% chance of inspiring. In this aspect, I should improve my potential distinguishing strength to be able to better inspire people.

#### Experience Analysis

##### Self-Actualization

*Situation* – During a Data Analytics Group project, I was chosen as the team leader for preparing the R code for the report, as my team trusted that I am the best. I was leading two other team members. One of them was not very good with coding and was constantly asking me to fix his errors.

*Task* – Leading the code sub-team of the project.

*Action* - I have showed him how I approach errors: by self-learning. I am researching code documentations and Q&A forums where people had similar errors.

*Result* – My colleague learned to manage code errors by himself and thanked me for teaching him how to self-improve.

*Reflection* – I have learned that my self-improving skills can inspire others if I teach them how to use them.

##### Focus and Centeredness

*Situation* – During a Machine Learning group project, I was working with another team-member on coding ML models and evaluating them. We promised the team we'd finish by next morning. We had 5 models and my colleague insisted we add 2 more. The evaluation part was not completed, and we were running out of time.

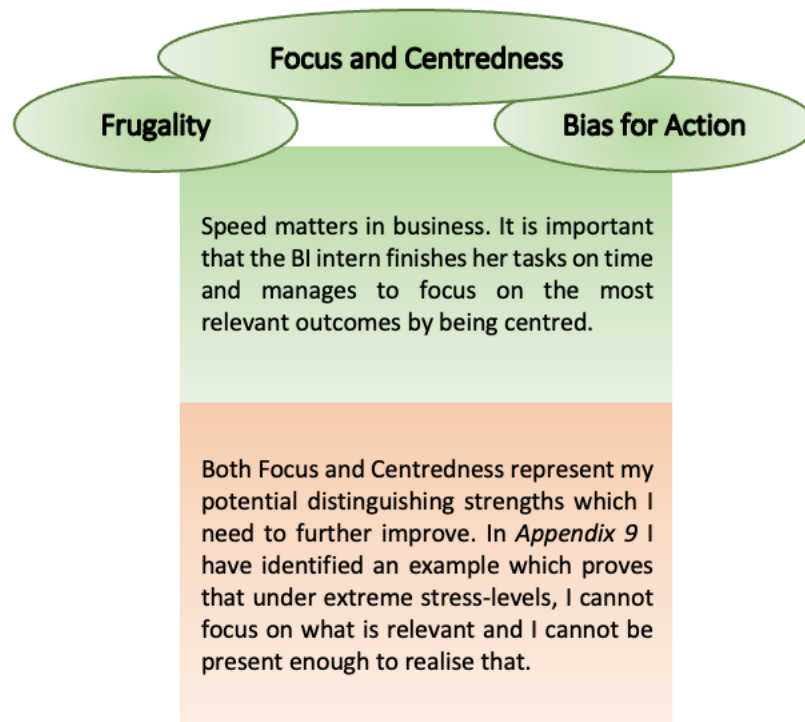
*Task* - Finish the task in time and deliver good quality.

*Action* – I have convinced my colleague to stay on track and work on evaluation, since adding more models was less relevant given the time constraints.

*Result* – My colleague agreed with my approach. We have finished the task in time, and we have received a good grade.

*Reflection* – I have helped my colleague stay focused and managed to deliver results on time. I have demonstrated centeredness by being present and not let stress affect my judgement.

#### Further Improvements



#### 4.2. Improvement Plan

##### Past 6 Months

**Follow-through:** In group projects, I have tried my best to complete all the tasks I have been assigned and don't do a rushed job, to demonstrate integrity and inspire my colleagues to do the same.

**Self-actualization:** While working on my Dissertation, I have taken the opportunity to improve my Machine Learning knowledge by coding 2 models that I was not taught in university: a recommendation model and a k-modes clustering model.

##### Next 6 Months

**Centredness:** To improve my centredness, I need to move back from my emotions, and step up to neutral observation. Only then I will be able to choose the most relevant action. <sup>15</sup>This way I can learn to be more focused even under extreme situations.

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<sup>15</sup> Howitch, "How Leaders Inspire: Cracking The Code"

## APPENDICES

### 1. Experience Analysis

- Data Operations Internship, Bombinate (June – September 2021)

During my internship, I was working in cross-functional teams to create data dashboards for different departments' requirements. My goals were understanding the business requirement and creating a user-friendly dashboard given the available data. Below are three example projects I have worked on.

Project	Brands Dashboard	Brands-Partners dashboard	Product/product category department dashboard	Marketing Report of Brands Performance with Campaign
Key People	Project for brands clients, worked with manager (feedback based), Brands (feedback), Data and Technology Departments (to consider technical possibilities of data extraction)	Brands partners employees (feedback), manager (feedback), Data and Technology Department (technical possibilities)	Product employees, manager (Feedback)	Marketing Department, manager
Type of Teams	Self-managed, Cross-Functional	Cross Functional, Self- Managed	Cross-functional, self-managed	Cross-functional, self-managed
Performance Measurement	Meeting Deadlines, Feedback from manager and the other department, including: easiness to understand and use for non-data specialists, data insights requirements met, low waiting time (tables/charts based on big data and coded in SQL inefficiently would result in longer waiting times), automation of processes			
Skills Required	Presentation skills, Communication skills, Analytical (data creativeness), understand the bigger picture (what is the business decision/need?), tight deadlines and multiple projects at the same time (prioritization)			
Things Went Well	I have always received positive feedback from other departments on the resulted dashboards because I was paying close attention to the requirements of each team and was trying to incorporate as most as possible in the dashboard because I am a perfectionist.			
Things Didn't Go Well	I had problems in meeting deadlines. For some of the projects, I spent more time than initially allocated on them because I was trying to improve and innovate. My manager did not appreciate my innovation attempts and was disappointed in my lack of efficiency.			
Key Takeaways About myself	I learned that I am an innovative person who always tries to come up with new ideas/methods. I am very analytical and detail oriented. Nonetheless, I lack on efficiency – I found it difficult to complete tasks as I was stuck on improving them. I have improved my organization skills by learning from my manager to write tasks down and prioritize them according to time and importance.			

Key takeaways about working with others	I have learned that in a team, respecting deadlines is a key requirement for welfare. People view the ones that don't as irresponsible, not accountable for their mistakes and less-hard working. On the other hand, I have learned that listening to others will drive good results, especially in cross-functional teams. I have learned this by listening to the practical possibilities of the databases (Technology Department) and listening to the business requirements of the dashboard I needed to create.
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- Machine Learning Group Coursework (November-December 2021)

I have worked in a team of 6 to create a machine learning classifier that predicts the results of EPL football matches in January 2022.

Things Went Well	The team members were coming from diverse backgrounds, since the module is a minor selected by students. There were team members from more technical backgrounds, such as Computing or Engineering and 2 teammates from Management Science. Since I attended Hackathons, my technical capabilities were higher than Management teammates but lower than Computing teammates. I had better organizational and teamworking skills than the Computing and Engineering teammates. This made me the group's intermediate and leader. I was responsible for organizing tasks and deadlines, assigning people to tasks, and making sure the people doing different tasks communicate between each other.
Things Didn't Go Well	Two people were not respecting deadlines and were sometimes very late to the group meetings. This caused a delay in the whole team's tasks, and the result was that we over-worked in the past 3 days before the deadline, having sleepless nights. The delay was caused by the fact that the team was waiting for everyone to finish their task before proceeding to the next stage.
Key Takeaways About myself	I have learned that I have a good ability to organize tasks and people. This is something I did not know about myself, since I was never before put in a situation where I had to take the lead. Nonetheless, my adaptability skills were lacking. Given unexpected situations (people not meeting deadlines), I didn't do anything to solve the problem and just delayed the project.
Key takeaways about working with others	I have learned the importance of following-through – showing consistency and integrity by arriving to meetings on time and by respecting deadlines. The team members who did not respect these were disliked by the team. Moreover, it is important that the team has a good sense of direction. We could have assigned the unfinished tasks to others or help the people that were late finish. Otherwise, we could have eliminated irrelevant tasks so the team stays on track with the final deadline.



## 2. Job Description Analysis

### 2.1. Job Description

The job description is taken from my email correspondence with an Amazon recruiter. This is a job I have applied for 1.5 years ago.

**Company:** Amazon

**Job title:** Business Intelligence Internship

Are you **analytically-minded, with a close eye on the finer details?**

Does working as a data guru in a **results-oriented** environment sound fun to you?

**If so, we have internship opportunities for you!**

We are Amazon; we pioneer.

Since opening our virtual doors in 1995, we've been pushing the boundaries of possible further and further.

With every order made and parcel delivered, customer demand for Amazon's services is growing. To meet this demand, and keep our world-class service running smoothly, we're growing our Operations teams across Europe.

**Teams you might join: Supply Chain, Network Planning, Inventory Placement, Transportation, Last Mile Delivery, Finance, Planning & Analysis (FP&A), or Finance & Controlling.**

#### **Your responsibilities:**

The internship position will give you the opportunity to get in touch with the state-of-art data engineering and data-modelling environment developed by Amazon. Through this internship, you will be able to learn Amazon Web Service (AWS, most used cloud technology in the world) based data pipe-lining, data extraction and data modelling technologies. You will also apply your learning into production database establishment/maintenance, KPI dashboards automation, large scale data analytics and machine-learning/econometrics modelling in order to support your team on cost-reduction/efficiency-improvement projects as well as business decision making processes. If you are enthusiastic about data engineering and data science, **motivated by results and driven enough to achieve them**, Amazon is a great place to be. Because it is only by **coming up with new ideas and challenging the status quo** that we can continue to be the most **customer-centric company on Earth**, we are all about flexibility: we expect you to **adapt quickly to all the changes around you**, and we encourage you to try new things.

Amazon is looking **for ambitious and enthusiastic** students to join our unique world as interns. An Amazon EU internship will provide you with an unforgettable experience in a **fast-paced, dynamic and international environment**; it will boost your resume and will provide a superb introduction to our activities.

As a Business Intelligence intern, you could join one of the following teams: **supply chain, network planning, inventory placement, transportation, last mile, finance, planning & analysis (FP&A) or finance & controlling.**

You will put your BI skills to test and roll up your sleeves to complete a project that will contribute to improve the functionality and level of service that team provides to our customers. This could include:

- Learning how to partner across multiple teams and geographies
- Developing and executing upon some of the world's most complex data analyses which will in turn, drive the correct business decisions
- Helping identify process improvement opportunities to build streamlined and scalable solutions
- Partnering with the team to perform deep root cause analyses when facing problems
- Assisting in the development of business cases for new programs and services
- Participating in the development, delivering, maintenance and improvement of performance metrics dashboards
- Becoming part of a team of trusted advisors throughout an entire business unit.

We want to hire the world's brightest minds, and offer them an environment in which they can relentlessly improve the experience for our customers.

- You are currently working towards a **2+ years university degree in Business Intelligence, Supply Chain/Logistics, Finance, Computer Science, Information Management, Applied Mathematics, Statistics/statistical analysis or other quantitative areas or related fields.**
- Fluency in Microsoft **Excel** and good knowledge in **SQL languages.**
- Excellent written and verbal communication skills in **English.**
- **You must have the right to work in the country you are applying for.**
- Attention to detail, ability to do in-depth data mining, methodical approach to work while also seeking to understand the big picture
- You will be results driven with the ability to innovate and simplify current process and practices.
- The personal drive and enthusiasm that makes you stand out from the crowd!
  - Familiar with AWS products and environment (Redshift, EC2, EMR, S3 etc).
  - Familiar with data engineering and data pipe-lining.
  - Any additional technical skills such as coding (python, R, Django, *Spark* etc.), data visualization (Tableau, Qlikview, PowerPivot, Microstrategy) or operations research can be a bonus.
  - Ability to work successfully in a fast-moving environment, to meet tight deadlines and prioritize workload even when faced with conflicting priorities.
  - Previous work experience – a summer job, internship or fulltime role; if it's an experience in a related field or business, even better

## 2.2. Job Analysis

Amazon is a pioneer, valuing customers and innovation. Business intelligence has a high impact across multiple teams in Amazon, including Transportation, Last Mile Delivery and Supply Chain. A few sentences have been highlighted in the job description above, to identify the people skills that Amazon is looking for and to build the first column of the table:

People Skill Required	Behaviour/Skill	Relevance	Possible assessment type for this skill	Type of evidence required to demonstrate this skill
Analytical and attentive to detail	Skill	Data Analytics requires a lot of attention to details since a small mistake might suggest totally different business insights. (Experience 1) Relevant in self-managed tasks.	Question 5, table below	Providing a relevant situation, with clear analysis of the actions and results.
Achievement orientation	Self-management Skill (12 EI Components)	This skill is more company specific than role specific and it refers to the last leadership principle in <i>Section 3</i> . A BI intern would have a lot of tasks to accomplish and needs to complete them all by the deadline. (Interview 2) Relevant for Project Presentations.	Providing an example where the leadership principle was demonstrated.	Providing a relevant situation, with clear analysis of the actions and results.
Coming up with new ideas and methods of doing things (Innovative)	Behaviour	Company specific – it refers to the <i>Invent and Simplify</i> and <i>Customer Obsession</i> Leadership Principles. For dashboard automation, BI interns need to get really creative while also considering the customer (who uses the dashboard). (Experience 1) Relevant for Project Presentations and applied in self-managed tasks.	Providing an example where the leadership principle was demonstrated	Relevant Example
Adaptability (to changes)	Self-Management Skill (12 EI components)	In data analytics, requirements for a task can often be modified and employees need to quickly adapt and deliver results. (Employee Self Evaluation) Relevant in Mentor meetings if milestones are changed.	Work-Style Assessment	Demonstrate adaptability in multiple answers
Ambition, Enthusiasm, Persistence	Motivation EI Skill (5 EI components)	In business, it is important to be persistent and don't quit.	Behavioural interview	Relevant Example
Teamwork	Relationship Management Skill (12 EI components)	BI interns work in multiple cross-functional sub-teams. (Interview 1 Experience 1)	Behavioural Interview	Providing a relevant example when working in teams, and how conflict was managed, what went well.
Culturally diverse teamwork	Relationship Management Skill – other skills required (appendix 6) -empathy (5 EI components)	The BI intern is required to work with a lot of cross functional teams (Interview 1, Experience 1). Moreover, Amazon has an inclusive culture, so this team are often multicultural (Appendix 3)	Behavioural Interview	Providing a relevant example when working in culturally diverse teams, and how conflict was managed.

Excellent written communication skills	Skill	The BI intern is required to create data reports to be read by other teams. (Experience 1, Interview 2)	CV screening, Example Projects	Well-written reports
Excellent verbal communication skills	Skill	The BI intern is required to present the data reports/findings to other teams. (Experience 2, Interview 2)	Behavioural Interview	Presenting a project to the interviewer
Methodological approach (organiser)	Skill	The BI intern is required to manage tight deadlines and prioritize workload. Relevant in Self-Managed tasks.	Question 1, table below	Presenting a structured way of organizing tasks
Understand the bigger picture (Vision)	Skill	When making a decision for a dashboard visual, BI interns need to look at both the data in detail and the bigger picture – the customer requirements. Relevant in Self-Managed tasks. This is also related to empathy skills (understanding people)	Behavioural Interview	Relevant Example
Ability to meet tight deadlines and prioritize workload (organiser, scheduling)	Skill and Behaviour	Meeting deadlines is a performance evaluation used in Amazon. (Interview 2). It is also related to one of Amazon's Leadership Principles – Bias for Action. Speed and calculated risk-taking matter in business. Relevant in Self-Managed Tasks.	1) Work Simulation Assessment (see below) 2) Provide Relevant Example	Demonstrate task prioritization according to Leadership Principles. Provide relevant example of calculated risk-taking.
Coach and Mentor (Interview 2)	EI Relationship Management (12 EI Components)	Interns are assigned a mentor and a manager with whom they discuss their tasks. It is important to maintain a good relationship in order to deliver results.	Behavioural Interview	Relevant example of this kind of relationship.
Persuading (Interview 1)	EI Social Skill (5 EI components)	The BI team works closely with the Data Engineering team and needs to be able to persuade them to give them data in an appropriate form, even if it is not a requirement for that department.	Behavioural Interview Discussion	Demonstrate a situation when I convinced my team members to shift their priorities.
Customer obsession	Behaviour – skill required Empathy (EI 12 components)	The BI intern needs to help teams in taking business decisions based on their analysis. In this sense, they need to show cognitive empathy to understand the needs. (Intern-Self Review) Only by understanding the needs, BI interns can come up with new ideas and innovate.	Behavioural Interview	Relevant Example
Self-awareness	EI skill (12 components)	Interns have daily/weekly meetings with mentors and the team and need to reflect on their behaviour. They also need to handle feedback well. Moreover, they need to complete 2 self-reviews.	Behavioural Interview	Relevant Example
Amazon 14 Leadership Principles (Interview 2)	Behaviour	Company Specific – Amazon Employees need to demonstrate the use of the principles in every situation at work.	Providing an example where the leadership principle was demonstrated	Relevant Example

Amazon uses different methods for testing candidates' people skills. One of them is behavioural interviews. Amazon specifies that these interviews require a STAR answer format, and provides example questions that might be asked during behavioural interviews<sup>3</sup>:

Example Question	Skill Tested
1) Tell me about a time when you were faced with a problem that had a number of possible solutions. What was the problem and how did you determine the course of action? What was the outcome of that choice?	Methodological approach (organiser) Analytical
2) When have you ever taken a risk, made a mistake or failed? How did you respond and how did you learn from that experience?	Risk taking Bounceback Self-actualization
3) Describe a time when you took the lead on a project	Teamwork Communication Self-awareness Empathy Methodological approach (organiser) Ability to meet tight deadlines and prioritize workload (organiser)
4) What did you do when you needed to motivate a group of individuals or encourage collaboration during a particular project?	Empathy Communication Teamwork Self-awareness Achievement orientation
5) How have you leveraged data to develop a strategy?	Analytical Attention to detail Methodological approach (organiser)

The other types of questions that would be asked are in relation to Amazon's Leadership Principles (see next section). Interviewees are asked to provide a situation when they applied a leadership principle in their life.

Other methods used by Amazon to test people skills:

- Work Simulation<sup>4</sup> – tasks include replying to emails and analyzing data charts/tables. Assessing Prioritization, Multitasking, and the use of Leadership Principles.
- Work Style Assessment<sup>4</sup> – candidates see a pair of statements and decide which one is more like them:  
 (A) I adjust my normal approach when a situation required it.  
 (B) I approach changes more cautiously than others.  
 These are testing whether candidates' personality is aligned with Amazon's values and principles.

<sup>3</sup> "In Person Interview"

<sup>4</sup> "Amazon Assessment Test 2022: What To Expect And How To Pass Your Online Assessment"

### 3. Organisation Purpose, Values and Culture Analysis

#### Purpose

An effective organizational purpose connects individual purpose with corporate purpose.<sup>5</sup> It influences the company's culture, including how people work and behave. The purpose factors into critical decisions and resource allocation.<sup>1</sup>

Since Amazon launched in 1995, it had the mission "to be Earth's most customer centric company". Every action, goal, projects and programmes are oriented towards customers (customer obsession). Amazon is built on the concept of a virtuous cycle focused around the customer. The idea was constructed on a napkin by CEO Jeff Bezos (Figure 7).



Figure 7 – Amazon Customer Centricity

#### Values

Amazon follows 14 Leadership Principles<sup>3</sup>. These are used by the employees every day, in different types of tasks (whether it's discussing new ideas or solution evaluation). These values are what makes Amazon pellicular and what Amazon values the most in new candidates. Notice that the first Principle is in line with Amazon's purpose.

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<sup>5</sup> Gast, "Purpose: Shifting From Why To How"

<sup>1</sup> Berman, "Giving People Hope By Reigniting Your Company Purpose"

<sup>3</sup> "In Person Interview"



Figure 8 – Amazon Leadership Principles

## Culture

Culture represents the evidence of a company's purpose and values – how people work and behave. Amazon's culture is rooted in their purpose and values. Every action and project is customer-oriented – starting with the customer and working backwards. Amazonians are inventors - they always work as if it is "Day 1", making smart, fast decisions, staying nimble, innovating and focusing on the customer. <sup>6</sup>

Amazon's culture is built on diversity inclusivity – embracing people from diverse backgrounds, and thus embracing different ideas and perspectives. Amazon takes steps to ensure employees have a sense of belonging, feel valued, and have the opportunity to thrive. Amazon has 12 affinity groups, which bring Amazonians together across the company and the world. This groups include People with Disabilities, Asians@Amazon, Women@Amazon. <sup>7</sup>

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<sup>6</sup> "About Amazon"

<sup>7</sup> "Diversity and Inclusion"

## 4. HBR Emotional Intelligence Self-Assessment

How I view myself:

How Giulia views me:

How Andrei views me:

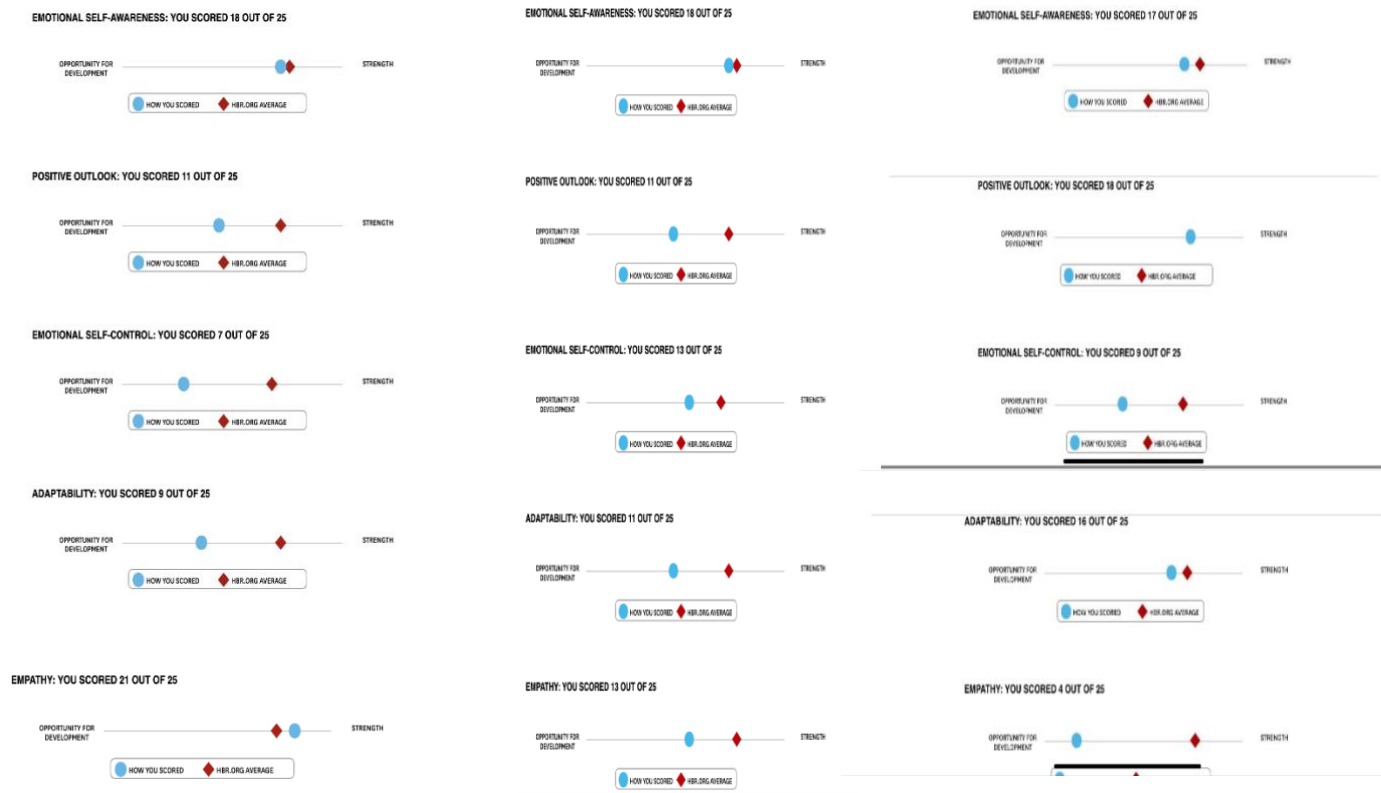


Figure 9 - EI Test Tania

I have asked 2 trusted friends to complete the test. Giulia is a good friend and classmate with who I previously worked in group projects. Andrei is a good friend with who I started working on a start-up a few months ago. After having the results, I discussed with them the differences in our perceptions about myself.

Key takeaways from the discussion with Giulia:

- Giulia told me that I know my emotions (self-aware), and because of that I don't feel the need to talk about them and ask other's opinions as much as her. She thinks that my lack of communication means that I am not so externally self-aware, I am not that aware of others' perception of me.
- She thinks that I am reserved with my emotions.
- For empathy, she thinks that I know how to put myself in other's shoes, but I don't communicate enough, and I should validate my assumptions by asking others more about their feelings. This explains why I scored 21 for empathy and she gave me a score of 13. My score was higher because I think I am a good listener, and I have well-developed cognitive and emotional empathy.



### Key takeaways from the discussion with Andrei:

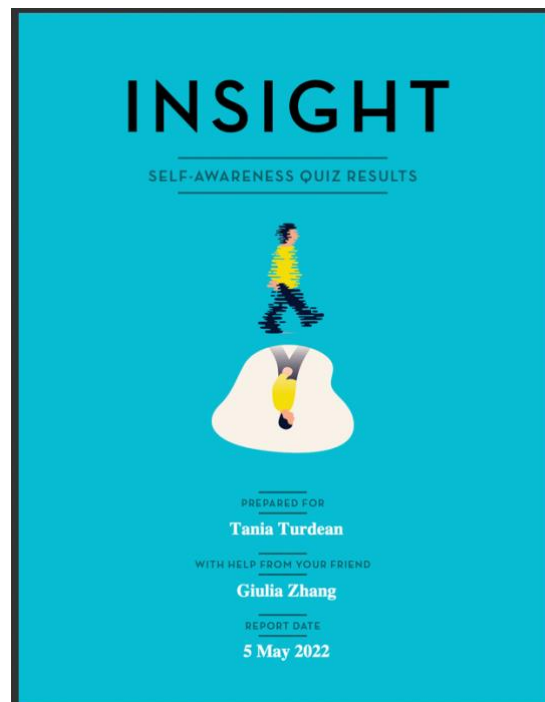
- Positive outlook and self-control differences: Andrei thinks stress affects me, but I don't let that affect my plans and goals. Situation: we have been library buddies – he saw that when I had a deadline, even though I was stressed, I always managed to focus on improvement. In my opinion, I am not very positive and I am affected by stress, but I am not vocal with my feelings sometimes so other people won't notice.
- Empathy: he thinks I am not considerate of others and I take actions for my own benefit – when we were coding a HTML website for the start-up, I was getting upset when he was taking more breaks than me and not being so hard working. I understood he was tired, but I did not act to help with some of his tasks. This means that I did not show compassionate empathy. I believe this happened because I was stressed by the deadline for the website.

Skill	Evaluation	Example Situation
Emotional Self-Awareness	I believe that my level of self-awareness lies on the average. This belief was confirmed by my friends and the test.	During the DRTP group work, I had a conflict with a teammate about explaining a technology solution the team recommends to Volkswagen. He was so business focussed that he wanted to ignore required technical explanations of the solutions. At the same time he said that I am too tech-focused and ignoring its business impact. I agreed to add both perspectives but he still would not agree on mine. We could not reach an agreement and we had to ask for a third opinion. The third person agreed with me. I was required to reflect on this conflict in the group's post-mortem. My teammates told me I did a very good job in describing the root causes for this conflict – the fact that me and Mihnea have contrasting decision-making norms: I am analytical and I require a lot of data to reach a conclusion, while Mihnea prefers to rely on intuition. This implies that I was aware of my feelings and the reasons of my behaviour. Nonetheless, for improvement, I would need to be more aware of how others perceive my behaviour. Maybe in this way, I could have approached Mihnea without the help of a third teammate.
Positive Outlook	I believe that my test results are accurate, and I am below average on positive outlook skills.	In challenging circumstances, I don't respond as well as I could. For example, both me and Giulia are unmotivated and pessimistic in group projects when the deadline is approaching. For this reason, we could not work so well together under stress. We noticed that we need someone in the team to push and motivate us to be less stressed. When we teamed up with this classmate that has a very high level of positivity, the tasks went smooth as we learned from him to be more focused, and have vision and trust that everything will go as planned.

Emotional Self-Control	I believe that my tests results are accurate: I have low self-control when I am down by emotions.	During my Finance online exam, I failed completely at managing my time. The exam was timed (3 hours) and I have spent 1 and a half hours on one exercise, trying to solve every single question. I left 3 out of 4 questions blank. When I noticed I don't have enough time, I continued to work on that exercise because I was too stressed to reflect on my emotions. I was too stressed to notice that I am too perfectionist with one question instead of trying to cover most of the work by the deadline. My flatmate noticed my behaviour and gave me a heads up. Only then I realised what have happened and how bad my self-control was under stress.
Adaptability	I believe that my test results are accurate and I need to be more adaptable when priorities change.	For example, in Appendices 1 I mentioned that I was leading my Machine Learning group project. Given unpredicted situations – that some members did not finish their tasks in time, I was not able to adapt. I gave them more time to finish instead of finding alternatives (such as removing unnecessary tasks or helping them).
Empathy	After receiving feedback from 2 friends, I am inclined to believe that I overlooked my empathy skills, and that they require improvement. I was right in having good cognitive and emotional empathy, but I did not realise I sometimes lack in compassionate empathy.	<p>Compassionate Empathy: During my summer internship, I was asked by a colleague from a different department to help her structure a table in SQL. This was not part of my job tasks, she only asked because she knew I was capable to help. I spent one hour after my shift on fixing her table. In this situation I showed compassionate empathy. Nonetheless the example discussed with Andrei showed me that I still need improvement.</p> <p>Cognitive and Emotional Empathy: During a Finance 2 group assignment, a classmate asked me to welcome her to my group because her own group is not completing their tasks and do not communicate. I have discussed with my team and proposed to accept her. I put myself in her shoes and realised she was stressed to fail the assignment and she did not have enough time to complete the project alone. Having explained this to my team, we agreed to welcome her. I believe it was easy for me to empathize because I had previously been in similar situations.</p>

## 5. Tasha Eurich Self-Awareness Assessment

### 5.1. Report



INSIGHTSELF-AWARENESS QUIZ RESULTS

INTRODUCTION

Congratulations! In a world where many people vastly overestimate their level of self-awareness, you're taking a huge and important step to learn the truth about who you are, how you're seen, and how you fit into the world around you.

By committing to learning the truth about yourself, you are well on your way to becoming **braver** but **better**. And the rewards are many; research repeatedly shows that people who put forth a committed effort to improve their self-awareness make smarter choices, build better relationships, and live happier, more successful lives.

In a nutshell, **self-awareness** is about developing the will and skill to see yourself clearly. More specifically, it's composed of two different kinds of insight that aren't always related—and to be truly self-aware, you need to focus on both.



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INSIGHTSELF-AWARENESS QUIZ RESULTS

OVERVIEW

The first type of insight is something called **internal self-awareness**, or the ability to clearly see who you are on the inside. It means understanding your inner values, passions, aspirations, ideal environment, patterns, reactions (including your strengths and weaknesses) and impact on others. If you don't yet have well-developed internal self-awareness, you may be unwittingly acting in ways that aren't compatible with your true success and happiness, like staying in an unfulfilling job or relationship because you don't know what you really want. Improving your internal self-awareness will allow you to make choices that are more consistent with who you really are, which is key to living a happier and more satisfying life.

The second type of insight, **external self-awareness**, is about seeing yourself from the outside in. It means understanding how other people view you; how those around you see your values, aspirations, ideal environment, patterns, reactions (including your strengths and weaknesses) and impact on others. This type of awareness is the foundation for building stronger and more trusting relationships because it allows you to read your impact on others and successfully take their perspective. People without well-developed external self-awareness (and you probably know more than a few) are disconnected from how they come across, can unintentionally alienate or offend people, and can sometimes be blindsided by critical feedback—often when it's too late to salvage the situation or relationship.

Now, it's easy to assume that someone who is internally self-aware would also be externally self-aware—that being in touch with our feelings and emotions helps us tune in to how we're seen. But strangely, research has often shown no relationship between internal and external self-awareness—and some studies have shown an inverse one! You probably know someone who loves to gaze at their own navel but has precious little understanding of the way they're coming across. The other side of the coin is that being too fixated on how others see us might mean we're not making choices in service of our own happiness and success.

A FEW "DOS" AND "DON'TS" IN INTERPRETING YOUR RESULTS

DO	DON'T
<ul style="list-style-type: none"><li>Know that your results are confidential—we keep them secure, so unless you choose to share your report with anyone, no one else will see it.</li><li>Remember that the Insight Quiz is a tool to measure your high-level self-awareness. (The questions in the quiz are a subset of a more comprehensive and validated assessment.)</li></ul>	<ul style="list-style-type: none"><li>Use the quiz as a weapon against yourself ("I'm the worst! I don't know myself at all!") or others ("The person who said this about me is getting fired!"). Don't forget: feedback is a gift and knowledge is power.</li><li>Use the results of the quiz to make decisions about yourself or others, like promotions, hiring, etc. It was designed as a development tool only.</li></ul>

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## YOUR SELF-AWARENESS ARCHETYPE

## THE FOUR ARCHETYPES OF SELF-AWARENESS

Because internal and external self-awareness are independent, we can think of them as two intersecting dimensions that create four different archetypes. Each archetype has distinctly different characteristics and challenges, and each has their own set of strategies for improving insight.

- > **Seekers** have less developed internal and external self-awareness.
- > **Introspectors** have more developed internal self-awareness and less developed external self-awareness.
- > **Pleasers** have more developed external self-awareness but and less developed internal self-awareness.
- > **Aware** people have more developed internal and external self-awareness.



## YOU ARE AN INTROSPECTOR

**Introspectors** place a premium on self-reflection, and often go to great lengths to understand themselves. They have a way to go, however, in appreciating how other people see them. This combination can be confusing for the people who know Introspectors: on one hand, they devote considerable time and energy to exploring who they are from their own vantage point, but on the other, they place comparatively little importance on getting feedback or learning how others see them. As a result, they can be seen as disinterested in other perspectives at best, and self-absorbed at worst.

- > **You are high in internal self-awareness.** You likely have strong and clear opinions about yourself and feel proud of that level of insight. Because you know who you are, what makes you happy, and what you want out of life, you're making choices in service of your own personal fulfillment. Self-reflection may even be a hobby of yours—after all, Introspectors love introspection—whether it's through meditation, therapy, journaling or any other activities aimed at learning what makes you tick. However, like most people, you could be falling prey to some of the traps of introspection that research has shown to limit self-awareness—like overthinking things to the point of unproductive rumination, searching for an elusive sense of absolute truth about yourself, or focusing too much on the “why” behind your behavior (Why did I do that? Why am I like this? Why do I feel that way? etc.).
- > **You have room to improve your external self-awareness.** Accordingly, you could be making a bad impression, or an impression that simply isn't reflective of who you really are. Without an appreciation of how other people see you, you might be experiencing stress or strain in your work and personal relationships, whether you know it or not. And quite often, because Introspectors see their intentions and actions differently than other people do, you could also feel misunderstood.

## IDEAS TO BOOST YOUR EXTERNAL (AND INTERNAL) SELF-AWARENESS

As an Introspector, when it comes to improving your self-awareness, you have two key tasks. First, you must invest time and energy into seeking out, and listening to, feedback on how you're seen by others—as well as being open to changing your approach—to develop a more balanced picture of who you are. Second, you can further boost your internal self-awareness by learning how to avoid some of the traps and follies of introspection.

## INTERNAL SELF-AWARENESS: THE “WHAT NOT WHY” TOOL

Even Introspectors, who place a premium on understanding who they are on the inside, can have room to improve the process they use to seek this type of insight. For example, surprising as it may be, research has repeatedly revealed that asking “why”—that is, examining the causes of our thoughts, feelings and behaviors—is not an effective path to internal self-awareness. Research has consistently shown that contrary to popular belief, self-insight simply cannot be extracted through deep psychological excavation. No matter how hard we try, we simply lack the ability to understand our unconscious thoughts, emotions and actions—and asking why causes us not only to settle on explanations that aren't just incorrect, but worsens our mood and well-being!

One way Introspectors can avoid this is through a tool called **What Not Why**. Research shows that when we ask ourselves “what” instead of “why” questions, we're more likely to effectively solve problems and move forward with insight and purpose. Let's take a look at a few examples:

“WHY” QUESTION	“WHAT” QUESTION
Why did I decide to hire that person?	What can I do differently to make a better hiring decision in the future?
Why was I so nasty to my spouse during our argument?	What do I need to do to resolve this situation and own up to my behavior?

Now, you try. For the “why” questions below, take a stab at re-writing each as a more productive, action-oriented “what” question. There are even a few blank spaces for you to explore reframing other “why” questions that might be on your mind.

“WHY” QUESTION	“WHAT” QUESTION
Why do I keep making such horrible choices about who to date?	
Why didn't I see that client's problem sooner?	
Why do I get stressed out about the littlest things?	

## EXTERNAL SELF-AWARENESS: THE DINNER OF TRUTH

Getting honest, objective feedback from others is arguably the best strategy Introspectors have for improving their external self-awareness and achieving a more balanced picture of themselves. There's one high-impact exercise that can help you learn a lot in just a few hours. It was developed by communications professor Josh Minner, and we call it the **Dinner of Truth**.

1. Contact a close friend, family member, or mentor—someone who knows you well and with whom you want to strengthen your relationship. Invite this person to share a meal with you.
2. During the meal, ask them to share the one thing that annoys them most about you. But first, tell the person why you're doing this, that nothing is off-limits, and that you aren't allowed to answer defensively—only to listen with an open heart and mind.
3. Spend some time reflecting on what you heard: Was it a surprise? What has this information taught you about how you can have a better relationship with this person? What might you do differently to improve your choices and relationships in an even broader way?



## 5.2. Discussion

- High internal self-awareness

I believe that my results are accurate, as I am a person who is aware of their strengths, weaknesses and ideals. For example, during my group project for investment finance, I knew my pain and gain points and discussed them with the team so I would have the highest chance of delivering results for the team. I specified that I am good at interpreting data and calculations, but not so good at writing essays on complicated concepts such as investing strategies. Consequently, I worked on those parts of the assignment. Moreover, I was aware of my ideal environment: I would be slow and wouldn't meet my deadline in a self-managed team, so I need to collaborate and verify results with another team member. One of the teammates agreed to work with me and the result was that we worked on the project gradually (we avoided overworking before the deadline) and had accurate results on our tasks.

### *Improvement Tool*

I have recently used the "what" question tool to improve my self-awareness. I have mentioned before that I find it difficult to stick to a deadline because I want to invent and constantly improve. Given multiple conflicting deadlines for my university, I have asked myself "What can I do so I don't spend too much time on a single task and manage to work on all 3 deadlines I have?". Self-reflection helped me find a plausible solution: I have timed myself on each subtask and set an alarm when I would stop, similar with timed exams.

- Low external self-awareness

I believe that I have high self-awareness with people I am very close with, and low self-awareness otherwise. This is causing me to work very well in teams of people I have previously worked with, but poorly when I have to interact with new colleagues. During a Marketing group project, I was aware that my friend wanted me to focus on the analysis and coding part rather than the business plan even before she told me so. I was aware of her perception of my skills and weaknesses. This has helped me a lot in communicating with her, especially when I needed to explain her my technical part so she can write business implications. I made sure to not sound too technical and think of the business impact of my findings. On the other hand, during my internship at Bombinate, I believe that a lot of misunderstanding with my manager happened because I was not aware (or wrong) of how I was perceived. In my mind, my manager perceived me as someone who is stubborn and is trying to reinvent the wheel, thus not finishing all the tasks on time. I later found out from him that he perceived me as a perfectionist and was trying to make me more organized and focused so I can accomplish more.

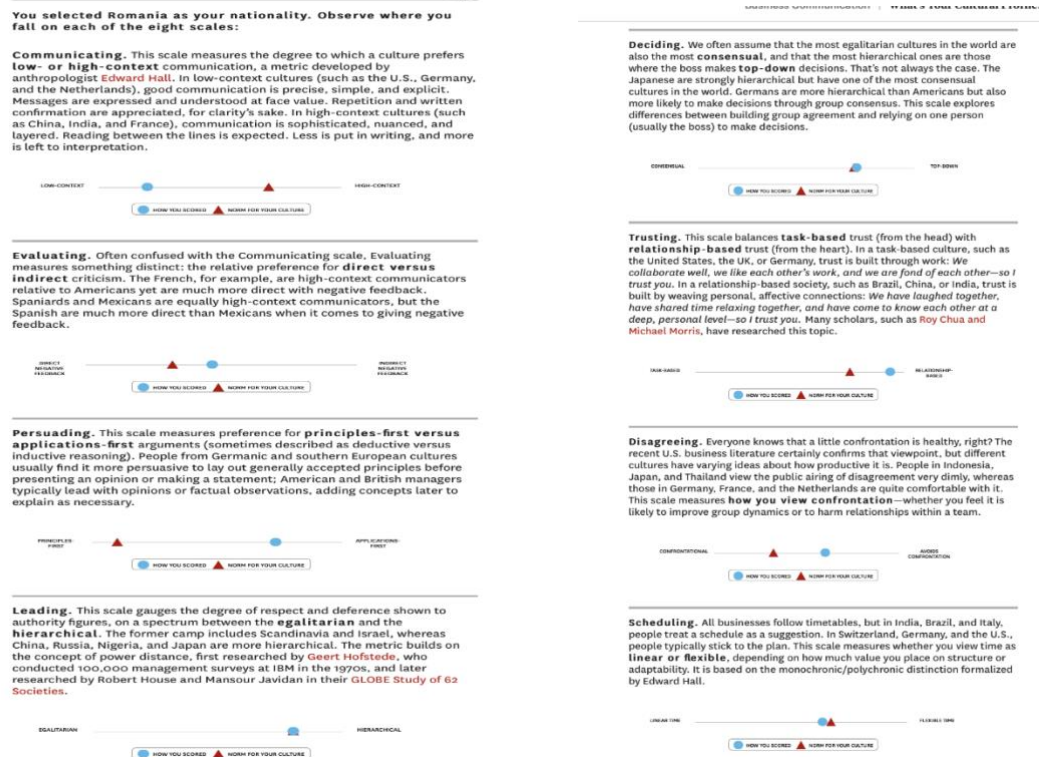
### *Improvement Tool*

I am going to use the third step of the dinner of truth method. I was surprised to hear the feedback from my manager as I wasn't aware of his real perception of me. In this particular situation, I could've asked for feedback from him earlier in the internship, which in turn would have had gave me a clear perspective of his perception. As a result, I could have had changed my behavior accordingly and focus more on meeting deadlines.

## 6. HBR Cultural Profile

Culture: Romanian

Test results and the norm for Romanians:



Some of the scales don't match at all with my culture (Romania). I believe this is because in the last 3 years, during university, I have been living in London and worked with colleagues from very diverse backgrounds, including UK, France, Italy, Bulgaria, Malaysia, US.

### Communication

The results are very accurate for me. When I am working in groups, I am trying to communicate clearly and explicitly, to make sure the team is coordinated. For example, during my Robotics group project, at the end of each Zoom call, I was summarizing to the team members everything we have planned and discussed. Afterwards, I was leaving a message in writing on the group chat, where I included the team member and his given tasks and deadline. Nonetheless, I was having an argument with my Romanian friend when we were working on our start-up. As a high-context communicator, he got offended and told me I am wasting time when I told him that I want him to do the last part of a table and I will be doing the first part. He told me that this was already implied.

### Evaluating

I agree with my results: I scored right in the middle because I prefer to give direct negative feedback but receive indirect negative feedback. Being a low-context communicator, it is very difficult for me to wrap my feedback in an indirect way. During my DRTP conflict with my team member, I didn't like how he explained a technology and I was trying to point out

exactly what he was missing. Nonetheless, as he explained to me what he didn't like about my part, he used direct negative feedback. I felt disrespected and couldn't accept his feedback. In contrast, during my Robotics group project, my teammate implicitly told me "Do you think this exercise would be clearer if you summarize the findings at the end?". I gladly took the feedback and improved my part.

### Persuading

I agree with the results. Being an analytical person, my thought-process works from example applications to concepts and conclusions. Therefore, this is the way I express myself as a presenter. During my DRTP group work, I wanted to lay out an application for Volkswagen by starting with examples of how it works and how it is applied and finishing with the conclusion (how it helps Volkswagen). My other teammate preferred to lay-out the principle first – to state clearly how it helps Volkswagen. This cultural difference caused misunderstandings. Interesting to note, he is Romanian, so his persuading behavior fits the cultural norm. Mine is on the opposite side of the scale. To solve our differences, we needed structural intervention: another team member voted the most appropriate approach.

### Leading

I agree with the result. I think Romanian culture is in general hierarchical and children are taught from primary school through high school to always listen to the professor and never contradict, or never speak up without raising the hand. How I grew up impacts my attitudes towards my superiors in present. For example, when I was working on my dissertation, my supervisor told me to add revenue calculations at the impact sections. I didn't agree completely as I thought I covered the impact, but in order to please him, I asked for clarifications and did what I was told.

### Deciding

I completely disagree with my result. I am an analytical person that requires a lot of data to make any decision. I never base a decision on intuition. I am detail oriented. Because of this, I am consensual and value other opinions as I see them as data. During my DRTP group-work, I had a conflict with my teammate when we were working on technology applications for Volkswagen. I preferred to have every application with explanation of multiple variables such as type of data or model used, while he was more top-down and preferred a short description. He grew frustrated with the level of detail I required as he prefers to make decisions based on intuition – he considered that I was slowing down the process.

### Trusting

I agree with the result. When I am in a situation of having to be part of a new team, I am trying to get to know the people. For example, in a Year 1 group project, I have organized a dinner at an Italian restaurant with my team before starting the project. I became friends with those people, which resulted in good collaboration. In contrast, I was part of this other team for a consultancy project about Chelsea. I really appreciated the 2 other teammates as I noticed they are very smart from seminars, but couldn't collaborate that well since we didn't have a personal connection.

## Disagreeing

My result indicated that I am positioned in the middle, but a bit towards “Avoids confrontation” on the scale. The results are accurate, because even though I believe it is important to disagree in a group-work, and state your opinion and give others feedback, I think too much disagreeing will engender bad feelings. For example, after my argument with my DRTP teammate, I was feeling a bit uncomfortable with him. Nonetheless, I immediately sensed the tension was mutual and comforted him and said we shouldn’t let this work disagreement cause bad feelings.

## Scheduling

For this section, my results are somehow inaccurate. I am very organized in a way that I am scheduling all the tasks for me and my team. For example, during a Data Analytics II group project, I have made a team calendar with all the tasks, deadlines, and assigned team members, and made sure everyone (including me) respected the calendar. Nonetheless, sometimes I might try to innovate too much and cannot stick to the schedule I have previously created. I remember that for one sub-task of the project I mentioned, I have asked my team members for a few days extension, telling them that I will create an innovative app prototype. I remember that my Italian course mate was having the same problem, as she was always trying to improve data visualizations, even after deadline has passed. This caused a small conflict between us and our course-mate from US, as she was telling us that we need to give her a deadline, to let her know when this task will be done, so she can go ahead with her own tasks. To improve my team-behavior, I could ask each team member which approach they prefer to scheduling and decide from the start of the project which approach will be used and respected by everyone.



## 7. 1-Page User Manual

Tania Turdean's User Manual – Please Analyze the Data Provided Below Carefully...



### 1. What gives me ENERGY and what DEPLETES me?

Social environments give me energy - working with others in an office or at the library or working on the same task in a team - rather than working alone at home which will demotivate me. In social environments, you can be productive for 2 hours and then take 30 minutes breaks with the team. In contrast, at home, I will be less efficient even though I won't take breaks.

### 2. What's the best way for others to COMMUNICATE with me?

I think the best way to communicate with me is in person rather than emails or phone calls - in-person communication gives more room for communication, both for listening and for expressing feelings. On phone calls, when the meeting ends you hang up the phone. If the meeting is in person and there is an extra point you want to make, you can just say, hang on, I missed this point... Moreover, I prefer direct and explicit communication. I think this improved coordination and understanding in a team.

### 3. What do other people MISUNDERSTAND about me?

I've been told that people think I am cold when they meet me first because I am an introvert. However, I am caring for others after we established a relationship.

### 4. It drives me nuts when:

There is no stability in teamwork - when people don't attend meetings without announcing or when people do not finish their tasks in time for a deadline that was set up. This might affect other's parts of the project and their deadlines.

### 5. My quirks are:

I can be spontaneous/irresponsible

### 6. I am more of an introvert/extrovert (circle one)

### 7. I particularly value these qualities in the people I work with:

Being organized in splitting the work

Respecting deadlines

Agreeing to work in a sociable environment such as the library or office

Being optimistic because I tend to get stressed and need people to motivate me

### 8. I prefer to give and receive feedback (e.g. over email, in person, one-on-one, in a group):

in-person, one-to-one

Receiving feedback in-person - same reasons as question 2.

Receiving feedback one-to-one - Because receiving negative feedback in a group might feel like disrespecting someone in front of others and there is no need for the rest of the team to hear it for me to improve

### 9. Something else I'd like my team to discuss is:

I am finding it hard to get things done sometimes because I tend to overthink. I like to get creative and spend a lot of time thinking of the "best" way or ways to complete a task.

## Relevance to the Job

### What's the best way for others to COMMUNICATE with me?

I believe this point is very relevant to the role in focus. Clients I am creating dashboards for need to communicate explicitly and clearly with me. I would even prefer a structured report summary of their requirements.

### I particularly value these qualities in the people I work with:

The most important quality for me is being organized in splitting the work. From my understanding from the Interview 2, an Amazon intern is provided with a clear break-down of his tasks, given specific milestones and resources for help.

### I prefer to give and receive feedback

Feedback from clients will happen constantly for the KPI dashboards the role requires to create. My colleagues need to “read my user manual” and understand that I would really appreciate one-on-one feedback.

### Something else I'd like my team to discuss is

Business Intelligence interns need to be very innovative for automating dashboards, and always have the customer in mind. This is relevant to 2 Leadership Principles. Nonetheless, it is also required to meet deadlines by taking decisions quickly – a skill I am working on improving.

## 8. Individual Purpose and Value Self-Assessment<sup>2</sup>

### Most important to me

#### Stability (5)

Stability is the most important value for me. I enjoy working in groups only if everything is clearly labeled and defined. For group projects, I like to make calendars with tasks, assigned members and deadlines. Individually, I apply the same method to my assignments, clearly planning every day. If team members don't respect stability by being late on deadlines, or doing tasks they were not assigned, I feel lost and it's difficult for me to adapt. I found it difficult to work in a start-up last summer – the company only had 30 employees and hierarchy and roles were not as clearly labeled as in a multinational.

#### Respect (5)

I value respect and expect others to value it as well. I am challenged by environments that do not value the expertise and experience I accumulated. For example, during my summer internship, I sometimes felt unvalued because my manager was not willing to recognize my coding abilities and was limiting me to using other tools, such as Excel. Moreover, this relates to my preference for receiving negative feedback one-on-one rather than in front of others. I view criticizing members publicly as a great form of disrespect. During a group project, a teammate pointed out my mistakes during a meeting, which made me very uncomfortable. I had to clarify to him in private afterwards that I prefer to have these discussions in private.

#### Achievement (5)

I feel the most productive in a role where I have influence and high status. For example, during a marketing group project, the team relied on me for the most part of the coding, as they considered I am the most capable one. Feeling appreciated motivated me to not disappoint my colleagues, and therefore I put a lot of energy and effort into completing my tasks. This is also because I am extremely hard-working, and I don't like to quit until I see results – sometimes I spend long hours at night to complete a project's analysis and make sure everything is on point. Moreover, I like to celebrate small wins: after each group work, I am the one to push the team to have a gathering – be it a dinner or another type of activity.

#### Freedom (4)

Freedom has importance to me. During my data analytics summer internship, I felt that I was sometimes micromanaged and not given enough room for innovation – on some projects, when I was required to create data dashboards, I liked to always think of new

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<sup>2</sup> "Do You Know Your Life'S Purpose?"

solutions and propose them to my manger. However, he wanted me to stick to the routine and not make too many changes, which didn't allow me to use my inner innovator skills.

The other values

Enjoyment (3)

Caring (3)

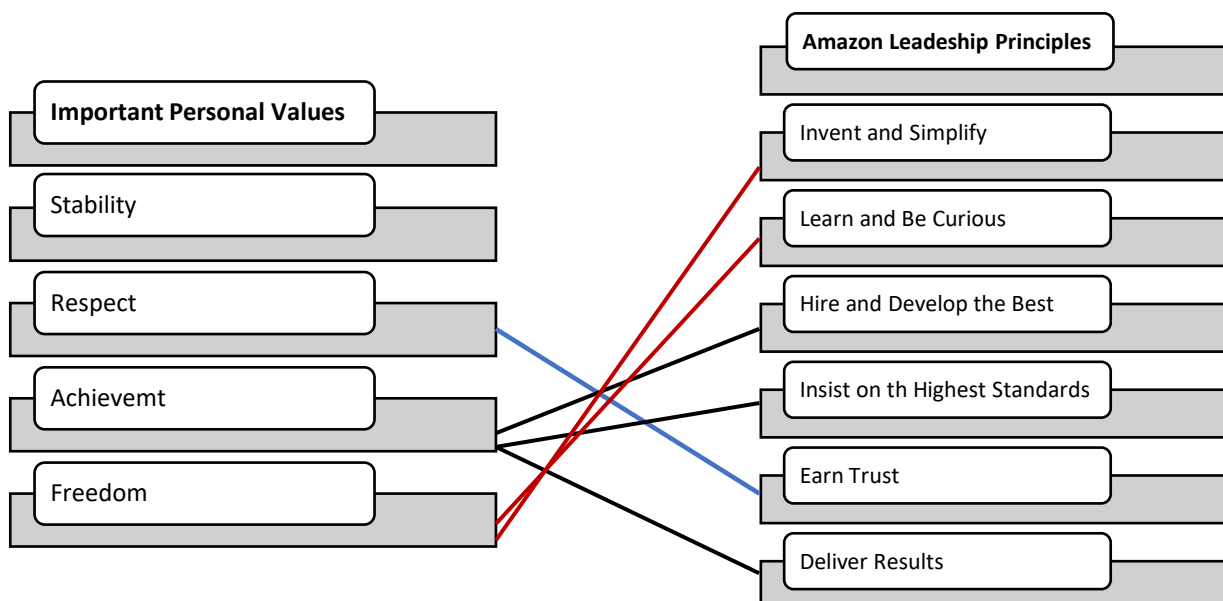
Tradition (3)

Conservation (2)

Equality/ Justice (2)

Alignment with Amazon

Working in an organization that shares my values is very important for me. I have learned this from personal experience, since I feel that two of my most important values (Stability and Freedom) were not respected. I constantly felt that I could have been more productive if my purpose was aligned with the organization. Fortunately, I believe that Amazon is a company that has values aligned to mine:



My first value, stability, can be found (usually) in all the companies that are not start-ups, and have clearly defined roles and structure. From Interview 2, I can see that the intern had multiple project milestones and clearly defined tasks. I can also see that it was very clear to her the roles of the other teams in the organization as she knew who to contact for help.

## 9. Bain Inspirational Leadership Model

The four strengths identified below make up my Personal Leadership Brand. I stand out in 3 out of 4 categories of skills.

### Developing inner resources



Improving yourself and engaging in personally meaningful pursuits.

### Setting the tone



Showing integrity and consistency in word and action

### Leading the team



Setting appropriate group and individual expectations



Orienting teams towards the most relevant set of outcomes

### Follow-Through (Top 10%)

This the strength that I consider to be the top of my chart. Whenever I work in group settings, I show integrity in what I say and do because I believe that if I wouldn't, I would be setting a negative example to the team and people would not be able to rely on me. For example, during my Machine Learning group project, we agreed to set weekly meetings, and everyone was supposed to present their completed assigned tasks at the meeting. It never happened that I did not complete a task that I promised I am going to complete, or that I did a rushed job on it only to be done quickly. Even if sometimes this meant spending long hours or not sleeping enough. The other Management Science students in the team sometimes did not deliver and postponed such tasks, either due to lack of time or because of the difficulty. In contrast, when I was faced with a difficult task, I spent more time on it only to deliver the promised results. This is one reason for considering myself in top 10%. Another relevant example is how I approached my dissertation. Most of the students were proving their hypotheses by analyzing data received from surveys, including myself. I had never created fictive responses only to receive more participants or to strengthen my arguments. I preferred my findings to be 100% accurate and not invented, even if that could mean spending more time on changing the scope of the project. Other students told me that they are proud of my integrity, because they did not approach the dissertation like I did.

### Self-Actualization (Top 10%)

As discussed earlier in the report, I am internally self-aware. Having said this, I am aware of my strengths, and I am extremely engaged in improving them. In year 1, I noticed that I was excelling at data science during Data Analytics 1 module. I started attending data science courses taught by the Data Science Society and participate in their hackathons to engage on a deeper level then taught in class. In year 2, I was elected a Science Executive at the society, and I was the one responsible for teaching the data science courses to hundreds of UCL students. Many Management Science students engage in extracurriculars for self-

improvement, so I am going to provide an example to prove my belief that I lie in top 10% for this skill. Every time I worked in data science group projects with the cohort, I was the one putting the most energy and time in it. I was often told by other team members that my standards are too high, and I do not need to dive so deep to achieve a first. Nonetheless, I wanted to pursue a lot of extra reading to make sure I take the occasion to improve my skills.

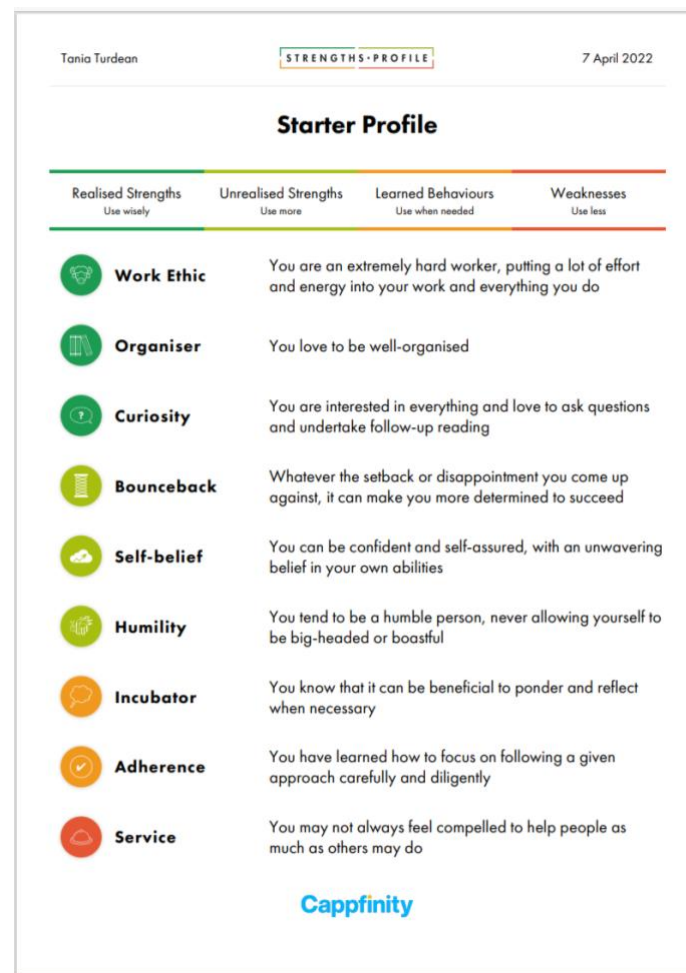
#### Direction (Top 10%)

I enjoy being organized, both individually and in group settings. I believe that setting appropriate targets will result in the best outcomes. The Design Thinking group project in Year 2 was released 2 months before the deadline. I have set weekly milestones for my team, and everyone respected them. I have assigned each team member to a relevant task – for example, I made sure girls took responsibility for the ideation process of make-up retailing, and I assigned myself to prototyping the website, since I had the best coding skills in the team. Our team was the only team in the cohort that respected weekly milestones, as other teams started the project only 2-3 weeks before the deadline. We received this information from the module leaders. As a consequence, we received the highest grade in the cohort, and our project was presented to Year 2 students this year as an example to follow. This proves that I lie in top 10% students from the cohort for Direction.

#### Focus (Top 25%)

I can quickly distinguish between relevant and irrelevant tasks that help the team achieve a goal. For example, when I was working on a Machine Learning group project, I was working with another team member on completing the modelling part – coding ML models and selecting the best performing one. We were working on this task for 10 hours already and we promised the team we will finish it by the next morning. We still had about 5-6 models and we were still required to evaluate the models. My colleague wanted to add 2 more models, but I quickly insisted we shouldn't, because it is more relevant to finish the evaluation process and we have a deadline to stick to. We have received a first and very good feedback for that project, which proves that I am good at keeping teams focused. Nonetheless, I have seen other classmates orienting the team towards relevant tasks during other group projects, which made me believe I lie in the top 25% people from the cohort. During the Finance group project, me and my team lacked time-management skills and we ended up spending the night before the deadline still working on the project. I was spending too much time focusing on improving the answer for one question, instead of helping the team with a question we did not start. One team member pointed out to me that I need to focus on helping the team with the other question because it has more marks than improving a question we already answered. Because I was stressed by time-constraints, I could not focus and listen to my colleague. We did not get a very good grade and the team would have benefited from my help. I realized that under extreme circumstances and stress, I am not that focused.

## 10. Cappfinity Strengths Profile



### Insights Relevant to a Business Intelligence Intern at Amazon

#### Work Ethic

In Appendices 2, I have identified the following required job skills: ambition and persistence, and results orientation (also a Leadership Principle). Even though I identified actions speed as a weakness for me, because I am an extremely hard-worker, I always deliver the best results. This is reflected in my university grades.

#### Organizer

Being faced with conflicting deadlines, a BI intern needs to be well-organized. I have realized I have this strength during examination periods at university. Even when I had 3 deadlines in the same week, I managed to accomplish my tasks by creating day-to-day timetables with tasks and deadlines.

### Curiosity

This skill is so important at Amazon that it is listed as a Leadership Principle. People who always seek to improve, are exploring new possibilities and constantly learning are very appreciated. As a BI intern working with Amazon's databases, there is always something new to discover about the data, more insights to be generated.

### Bounceback

This skill goes hand-in-hand with work ethics. Because I put a lot of energy and enthusiasm in any task, no obstacle can demotivate me and make me forget about my goal. Therefore, even when faced with unforeseen modifications for a project, my energy will push me to carry on until I accomplished my goal.

### Incubator

This is a skill that I have learned to use when necessary. For example, during the DRTP group work, I needed to write the post-mortem of the team and I was required to reflect on a conflict and its causes, including my own behavior and my teammate's behavior. Self-reflection is often practiced at Amazon: daily in mentor meetings, weekly in manager meetings, once in 2 weeks in team meetings, and during official employee self-reviews. (Interview 2).

### Service

I have noticed that I have this weakness when my classmate asked me to give her feedback on her essay. Because it wasn't directly benefiting me, I was avoiding helping her at the beginning, since I was busy with my exams and dissertation. I realize that I need to be more empathetic and kinder to build better relationships with people. This is related to the third type of empathy (Compassionate Empathy). This would help me when working in teams, and since the BI internship at Amazon requires working in multi-cultural teams and collaborating with different divisions for giving them insights about business decisions, it is very important for me to improve in this aspect, so I can earn trust and have a good relationship with team members.



## 11. Interview Transcripts

### 1) Amazon Employee – Luxembourg Business Intelligence Engineer

This is not an official interview. I had the opportunity to talk about the skills required for the job I selected when I was interviewing for the position. I was not accepted, but the interviewer draw a very clear picture for me on the skills he is looking for and the teams he is working with.

The interviewer explained to me that he has problems at work because a data analyst works with data that is already prepared by the Data Engineering team. There are a lot of situations when the Data Engineering team does not provide the data in the form that is needed by the BI team. When asked to help with this issue, they constantly say that they do not have time and have other tasks. Then, he asked me, “How would you convince them to give you what you need, given that they have different priorities?”.

### 2) Ruxandra Fleseriu – Software Engineering Intern (January-April 2021), team Alexa, Structured Knowledge – Interview conducted on Zoom

Tania: This interview is for a UCL project about Amazon and how important people skills are in Amazon’s culture. Do you agree to participate in this interview and for me to record it? I don’t want to forget important details.

Ruxandra: Yes, no problem.

Tania: Can you tell me about your role and your team?

Ruxandra: I was in a team called Structured Knowledge, working on Alexa. I was working on a knowledge graph, because all the data Alexa stores is a knowledge graph. My role involved data analysis. I was using Scala and doing notebooks, even though the position was software engineer. I was also using Spark (a tool that integrates a lot of programming languages). I was creating statistics: I had the data, and I had to analyze (in a few months timeframe) how much Alexa’s knowledge has improved.

Tania: How many projects did you work on in your 3 months internship?

Ruxandra: A single project. The one I described above. I had to present the findings in a report afterwards. I was generating those numbers and typing them in a bucket list (like a drive). After that I was using that data to add them in a structured way to the report.

Tania: Interesting. And how was your performance measured, how were you evaluated?

Ruxandra: I always had subtasks and deadlines. My project had to be completed by the end of the internship – and 3 months is not that much for such a project.

Tania: Apart from meeting deadlines, how were you evaluated?

Ruxandra: The speed of the notebook. At the beginning it took 10 hours to run the notebook. In the end I reduced it to 2 hours. I realized this by improving the efficiency of the

code. Another criteria was the quality of the code. It needed to be readable, to be understood by anyone and commented.

Tania: Any formal evaluation procedures?

Ruxandra: Yes. I had a meeting everyday with my mentor. He always asked me if everything was ok, what have I done that day and if he could help me with anything. Moreover, I had a weekly meeting with the Mentor and Manager to discuss my project. Another thing: formal evaluation – I had a mid-point evaluation and a final evaluation, where I had to present my project. These evaluations were with the full Structured Knowledge team and other Alexa teams.

Tania: Do you remember what other teams?

Ruxandra: Anthology and Natural Language Processing. Anthology studies the provenance of words, because Alexa has to know how to form sentences. I can send you my final project Power Point where you can see how my project integrates and its impact to other teams. (see Figure x).

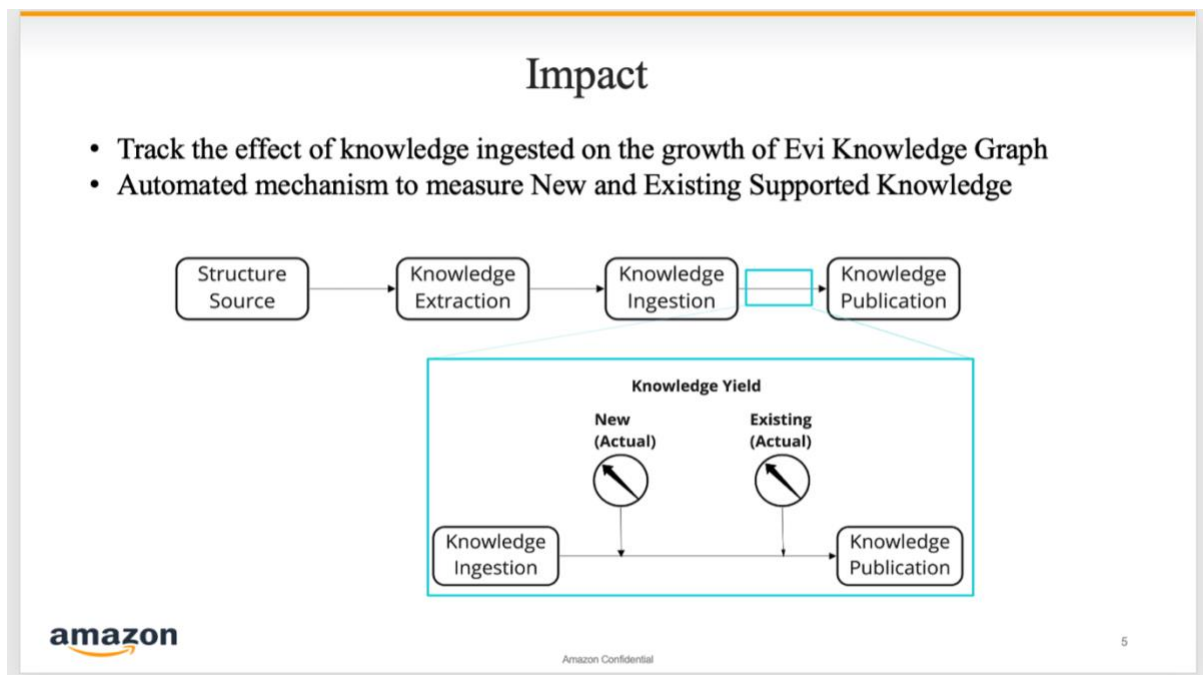


Figure x – Ruxandra's Project, Taking data from Ingestion and Impacting on Publication

Ruxandra: My project integrated in those teams' work, but I was working alone. When the project was done, it impacted the teams mentioned. Anthology team was structuring the sentence. These teams were giving me feedback during my mid and final evaluations. The Ingestion team – let's think about Wikipedia – as an engineer, you can translate it as a data table which summarizes what happened and when – and what the Ingestion team was doing was that they took these tables and fill them up in Alexa's memory. Basically, I had to statistically measure how well they were doing – how much Alexa learned. I wasn't working directly with them, but I was communicating with them in case something was not working

from their side. So to sum up, I was working with my team, and the Ingestion team. I was working alone, but I was asking for help to fix errors from colleagues in my team.

Tania: Who had your project impact on in the company?

Ruxandra: It wasn't used by my team, it was used by very high positions, because they wanted to know how well Alexa is performing, how is it working. They wanted Alexa to be able to answer questions, communicate. So they were interested in how much her knowledge has improved.

Tania: How can you measure that?

Ruxandra: When I started, Alexa had 3 billion facts, and they wanted her to get to 18 billion. I was measuring the process. You can see in my final presentation how the data was structured. I also had to complete a self-evaluation at mid-term and at the final. I can send it to you. I had to talk about Amazon's Leadership Principles: how I applied them and which principles I didn't apply (self-improvement). Every Amazon employee has to complete a self-evaluation at the end of each project. (see *Section 12*)

Tania: Any other people-skills related evaluations?

Ruxandra: Once in two weeks, there was a meeting with my team where every team member had to say what went well and what didn't go well. Then we had to give Kudos to somebody who did a great job.

## Conclusion

Even though Ruxandra's internship was software engineering, she did some similar task to a data analyst while measuring Alexa's performance. The job I have picked is Business Intelligence, meaning data analytics for improving business decisions. This allows me to compare how performance was measured in her role with my role, the type of teams she was part of, and the people skills and behaviors required in the role.

## 12. Amazon Employee Self-Evaluation

### Intern Self-Review

**ACTION:** Complete and send to your manager before your final presentation. This doc **should not be more than 2 pages** – stakeholders will stop reading after page 2.

Intern Self Review	
Intern Name:	Ruxandra-Teodora Fleseriu
Last day of internship:	16 April 2021
Project Title:	Measuring Knowledge Yield
Intern Manager Name:	Daniel Masato
Intern Mentor Name:	Siffi Singh
<b>Performance Summary</b>	
<i>What were your project goals and assigned deliverables/milestones? How did you apply feedback given? Did your role-specific skills improve? [Excel, doc writing, SQL, learning new languages, data structures, algorithms, code quality]</i>	
<p>The purpose of my project is to measure Structured Knowledge Team's impact on knowledge yield along two dimensions: entity contributions, comprising new entities and support for existing entities; and fact contribution, comprising new facts and support for existing facts.</p> <p>The first part of my project was computing the measurements. One of the challenges was to understand the structure of Evi Ontology: the knowledge graph reasoning, the definitions of k-support, the different relations per locale. In order to accomplish this milestone, I learnt how to use Scala and how to run Scala on Eider clusters. I gained understanding of parallel processing and how it can speed up the execution time. I learned how a cluster of computing processes is similar to a group of workers, a concept that I never heard before.</p> <p>The second part of my project was to extend an automated mechanism to generate an Excel report. Adopting AWS was a new experience for me. During my process of learning I also wrote a couple of documents in order to help other new engineers in the future. Some of the services that now I have experience with are: EMR, S3, Lambda (creating Bones package and Lambda using CDK), Cloud Formation, IAM, Cloud Watch.</p> <p>During the internship I received feedback frequently. After spending some time on understanding the advice, I analyze the problem and the suggestions together and implement a working solution. When new concepts were introduced to me, I read up the documentation and do online research on it. I take what I have understood from my research and then if I have question, I am vocal about asking those questions with my teammates.</p> <p>As an outcome of the internship, I think I have grown as a person. My technical skills have improved: I learnt to be more meticulous and methodical. Also, I learnt that it is not always needed to reinvent the wheel, efficiently being able to apply the read documentation to my problem space can provide a clean and maintainable solution. Moreover, I felt valued working on this project and being a part of my team. I found out more about Amazon, its culture, principles and applied what I learned in my day-to-day life. I also took the opportunity to lead the team's morning stand-up meeting. This made me more prioritize my work for the day and gave me a chance to ask more questions and get course corrected when needed for my project.</p>	
<b>What are you most excited about at work? (max 160 words)</b>	
<p>I feel excited solving challenging problems. I take risks to work on areas I have little idea about and work hard to get it done. The "Eureka! moment" when a bug is fixed or an optimal solution has passed through my mind is the greatest feeling.</p> <p>The scale and scope of responsibilities even at an intern-level role at Amazon is fantastic. I was surprised to find out about how my project will play an important role in Alexa's evolution.</p> <p>Moreover, I am fascinated about how people care about me as a person and about my professional growth. There is a genuine spirit of cooperation and shared goals all revolving around helping the customer.</p>	

<p><u>When you're performing at your best, how do you contribute?</u> (max 160 words)</p> <p>I am at my best when my creative mind is challenged. It can be a bug in my code or planning the design for my code. Performing at my best means for me being able to solve a problem in an efficient way. The pressure from a challenge in something I enjoy and it helps me focus. I also like documenting my work to help and share the knowledge with others in the team so my experience will help them if they run into a similar problem.</p>
<p><u>Are there any growth areas, beyond Leadership Principles, you want help with?</u> (Optional, max 160 words)</p>
<p><b>Areas of Strength (list the Leadership Principles and provide context)</b></p>
<p><u>1<sup>st</sup> Area of Strength:</u> Learn and Be Curious</p> <p>The programming language that we chose for my project was Scala using Apache Spark. The internal tool for programming Scala is Eider which has its own platform challenges. During my project I learnt how to find a way around Eider taking too long to process my code or abrupt termination of clusters. I learnt how to integrate Eider to trigger AWS Lambda, handle Brazil package dependencies and automate the system for computing the metrics.</p>
<p><u>2<sup>nd</sup> Area of Strength:</u> Bias for action</p> <p>Quickly picking up on using Scala to query Evi Knowledge dump and understand the requirements and definitions about computing the required metrics. Deliver on time was top on my priorities and decided not to waste too much time when I got blocked. I was not afraid to reach out and ask for help when I got stuck. In order to find the best solution, I tried different approach to solving a problem. I learnt from the solutions that did not work as much as I learnt from the solutions that did work.</p>
<p><u>3<sup>rd</sup> Area of Strength:</u> Deliver Results</p> <p>At the beginning of my internship, with the help of my mentor, we created a roadmap to keep track of timeline against the milestones in my internship. While working on the project, we modified the requirements (eg. k-support calculations, the flow of metrics calculations) several times, but we were able to adjust quickly to still keep up with the initial timeline set. We ended up finishing all the milestones of my project and also presented my work at Evi wide Sprint Demo.</p> <p>Link for Roadmap: (<a href="https://quip-amazon.com/XHIWAHiQhRWC/Roadmap-for-Ruxis-Internship">https://quip-amazon.com/XHIWAHiQhRWC/Roadmap-for-Ruxis-Internship</a>)</p>
<p><b>Areas of Development (list the Leadership Principles and provide context)</b></p>
<p><u>1<sup>st</sup> Area of Development:</u> Dive Deep</p> <p>Due to the limited time in my internship, there were instances when I couldn't dive too deep (eg. Boto3 json S3 documentation) and instead tried to learn by implementing and testing, which sometimes affected the time to debug my code.</p>
<p><u>2<sup>nd</sup> Area of Development:</u> Insist on the Highest Standards</p> <p>Delivering on time was a high priority for me, sometimes I found myself completing the work on time and less time to insist on high standards.</p>
<p><u>3<sup>rd</sup> Area of Development:</u> Customer Obsession</p> <p>During my mid-term presentation I realized that my project will be used by many different teams in Amazon, but I did not completely understand what these teams work on and they will use the work that I have done.</p>

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