Leadership Principle	Explanation	Application – A time when
Customer Obsession	Start with the customer and work backwards. Leaders obsess over customers.	• You used customer feedback to drive improvement • Most difficult customer interaction • Where you had to balance needs of customer vs business.
Insists on Highest Standards	Have relentlessly high standards and continuously raise the bar/drive others to do the same.	• You were unsatisfied with status quo. How would you change it? • Describe the most significant improvement project you've lead • How do you seek out feedback on performance?
Delivers Results	Focus on key inputs and deliver with high quality in a timely fashion.	• You were driving toward a goal, and realized more then halfway in that it may not be the best goal • A goal you set that took a long time to achieve/are still working towards • You delivered a project under a tight deadline
Are Right A Lot	Strong Judgement and good instincts.	• You made a difficult decision and how you knew it was the right decision. • You made a decision with all the data • You made a bad decision and how you learned from it.
Bias for Action	Speed is crucial at Amazon. We value calculated risk taking.	• You made a calculated risk where speed was crucial • You made an important decision without consulting your manager • You were able to remove serious roadblocks prevent progress.
Invent and Simplify	Expect and require innovation from yourself and those around you. Always find ways to simplify.	• The most innovative thing you've done and why it's innovative • When you solved a complex problem with a simple solution • A creative idea you had that ended up being difficult to implement
Ownership	Think long term and don't sacrifice value for short-term results. There is no such thing as "not my job"	• You took on something significant outside your responsibility • You made a decision to sacrifice short term gain for long term goals. • You saw a peer struggling and decoded to step in and help
Dive Deep	Stay connected to details, audit frequently, and question when metrics differ	• You were trying to understand a problem on your team and had go down several levels to figure it out • You linked two or more problems together and identified underlying issues. • Specific metric you used to identify a need for change in your dept.
Learn and be Curious	Always seeking improvement - curious about new possibilities and love to explore them	• You realized you needed to have a deeper level of subject matter expertise to do your job well • You took on work outside of your comfort zone and found it rewarding • You didn't know what to do next or how to solve a challenging problem
Disagree and Commit / Have Backbone	Obligation to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious. They do not compromise for the sake of social cohesion.	• You strongly disagreed with your manager • You took an unpopular stance in a meeting with peers/leaders • You decided to go along with the group decision even if you disagreed • You submitted a good idea to your manager and they didn't take action • You strongly disagreed with your manager on something you felt was very important to the business
Earn Trust	Listen attentively, speak candidly, and treat others respectfully	• You significantly contributed to improving morale and productivity on your team. • 3 things your working on to improve overall effectiveness • You received tough or critical feedback
Hire & Develop The Best	Raise the performance bar with every hire & promotion. Recognize talent, and willigness to move them through the organization	• How you help your team members develop their careers. • When you provided feedback to develop & leverage the strength of someone on your team.
Think Big	Thinking small is a self-fulfilling prophesy. Leaders create and communicate a bold direction that inspires results.	• A radical approach you proposed to solve a big problem • When you took a big risk, and it failed
Learn & Be Curious	Leaders are never done learning and always seek to improve themselves	• Coolest thing you learned on your own, that helped you better perform your job • When you took on work outside of your comfort area and found it rewarding.