

# **Unofficial Amazon Interview Prep Packet**

FIRST EDITION

# Table of Contents

Chapter 1 - 14 Leadership Principles ..... Page 4 - 8

Chapter 2 - Behavioral Questions..... Page 9 - 13

Chapter 3 - S.T.A.R. Method..... Page 14 - 17

Chapter 4 - Case Study..... Page 18 - 20

Chapter 5 - 14 Leadership Principles w/Examples..... Page 21 - 34

Last Few Notes..... Page 35

Other Resources..... Page 36 - 44

# Preface

I put this document together with the primary focus around the Process Assistant and Area Manager roles at Amazon, however the information can be used for any interview at Amazon.

This document contains public information which anyone can find but I decided to put it all together in one place. I discovered all this information while I was researching the promotion process at Amazon.

## **WHY AMAZON?**

“At Amazon, we don’t wait for the next big idea to present itself; we envision the impossible and then boldly make it a reality. This innovative mindset has helped us achieve incredible things. Let’s build new systems, challenge the status quo, and design the world we want to live in. Come build the future with us.” ~ (Amazon)

## **About the Role:**

Your main role as an Area Manager is to motivate, coach, and engage with your associates. You will be asked to innovate and simplify. The Area Manager role empowers you to take ownership in running a department efficiently and make changes that can have major impacts on the business.

“*Work Hard, Have Fun, Make History!*” ~ (Amazon)

Created - 20 June 2021

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**Side Note:** *I will be creating a tips guide for internals to get promoted in the future and a few others...*

# Chapter 1

# **Chapter 1:**

## **14 Leadership Principles**

The main thing that makes Amazon unique is the 14 leadership principles and the fact that employees are expected to use them in their day-to-day decision making. During the interview process the behavioral questions which you will be asked will be based around the 14 leadership principles and your answers will be judged as to how well they relate to the leadership principle. So, it is imperative that you are familiar with them.

## **14 Leadership Principles:**

### **Customer Obsession**

Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers.

### **Ownership**

Leaders are owners. They think long term and don't sacrifice long-term value for short term results. They act on behalf of the entire company, beyond just their own team. They never say, "that's not my job."

### **Invent and Simplify**

Leaders expect and require innovation and invention from their teams and always find ways to simplify. They are externally aware, look for new ideas from everywhere, and are not limited by "not invented here". As we do new things, we accept that we may be misunderstood for long periods of time.

### **Are right, a lot**

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

### **Learn and Be Curious**

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

## **Hire and Develop the Best**

Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent, and willingly move them throughout the organization. Leaders develop leaders and take seriously their role in coaching others. We work on behalf of our people to invent mechanisms for development like Career Choice.

## **Insist on the Highest Standards**

Leaders have relentlessly high standards - many people think these standards are unreasonably high. Leaders are continually raising the bar and driving their teams to deliver high quality products, services, and processes. Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed.

## **Think Big**

Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers.

## **Bias for Action**

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

## **Frugality**

Accomplish more with less. Constraints breed resourcefulness, self-sufficiency, and innovation. There are no extra points for growing headcount, budget size or fixed expense.

## **Earn Trust**

Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. Leaders do

not believe their or their team's body odor smells of perfume. They benchmark themselves and their teams against the best.

### **Dive Deep**

Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdotes differ. No task is beneath them.

### **Have Backbone; Disagree and Commit**

Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious. They do not compromise for the sake of social cohesion. Once a decision is determined, they commit wholly.

### **Deliver Results**

Leaders focus on key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle.

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**Disclaimer:** *The 14 leadership principles and definitions for them were taken off amazon.jobs.*

# Chapter 2

## Chapter 2: Behavioral Questions

Amazon uses behavioral based questions during the interview process. Behavioral based interview questions focus on how you have handled various situations in the workplace.

*“Keep in mind, Amazon is a data-driven company. When you answer questions, your focus should be on the question asked, ensure your answer is well-structured and provide examples using metrics or data if applicable. Reference recent situations whenever possible.” (amazon.jobs)*

### **Notes:**

- College Hires can use past work, school, and or club experiences to answer the interviewers' questions.
- Be prepared for follow up questions! The interviewers will ask follow up questions to understand the situation better.

## **Questions Pulled from Amazon.jobs**

- 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?
- When did you take a risk, make a mistake, or fail? How did you respond, and how did you grow from that experience?
- Describe a time you took the lead on a project.
- What did you do when you needed to motivate a group of individuals or promote collaboration on a particular project?
- How have you leveraged data to develop a strategy?

## **Questions Pulled from Glassdoor**

### **Customer Obsession Questions-**

- Tell me a time you went above and beyond for a customer.

### **Hire and Develop the Best Questions-**

- Describe a time you've mentored someone else.
- If I've ever experienced an under-performing employee. If so, what steps did I take to address the performance issue(s), and what was the result.

### **Have Backbone; Disagree and Commit Questions-**

- Describe a time when you disagreed with a team but went along anyway.
- Describe a time when you disagreed with your manager.
- A time when you had to disagree with someone and commit to your opinion?

### **Bias for Action Questions-**

- Tell me about a time you worked with little/no data to solve a problem.
- 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?

- Tell me about a situation where you made a decision without informing your immediate manager & it turned out to be a good decision & impacted the business positively.
- Tell me a time you had to make a difficult decision?
- What is one time you had to make a decision based upon little information?
- Give an example of when you made a decision without all the information.
- Give me an example of a time when you made a decision without consulting someone.

### **Invent and Simplify-**

- Name something you've done to improve a process within a company or school project.

### **Why Amazon Questions-**

- Why this role and why now?
- Why do you want to work at Amazon?
- What leadership principle are you most drawn to & why?

### **Failure Questions-**

- Tell me about the situation when you failed to achieve a target & what you learned from that.
- Describe a time you failed.

### **Introduce yourself Questions-**

- Tell me about yourself
- Tell us about yourself and what you've been up to lately.

### **Other Questions-**

- Do you have any experience implementing changes?
- Describe a time you helped improve a process.
- Tell me a time when you helped someone at the workplace?
- Name a time when you worked on a team with a difficult co-worker?
- When was the last time you leveraged an employee's strengths to help another employee's weakness?
- Describe a weakness.
- Describe a time when you failed and how you overcame it.

- Give me an example of a bad decision you made.
- Tell me a time when you regretted a decision and why?
- Tell me about a time you had to finish a project, and how you get it done.
- Name a time where you had positively impacted an organization/business? Provide metrics when applicable.
- Tell me about a time you had to be a leader on a team.
- Tell me about a time when you did something out of your comfort zone?
- Tell me about a time you over-promised something to a customer, and you were not able to deliver on that promise.
- Why are you a good fit for this position?
- What was one of the most difficult situations you've been in and how did you deal with it?
- What was one way you overcame an obstacle using data

**Notes:**

- You can guarantee that at least one question will ask you to introduce yourself, so you can prepare a good introduction/elevator pitch in advance!

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**Disclaimer:** I took these questions from Glassdoor and Amazon.jobs. Your interviewer could ask similar questions or completely different ones. Ideally, you want to know the 14 leadership principles and be able to pinpoint which leadership principle is being asked.

# Chapter 3

## Chapter 3: S.T.A.R. Method

When answering behavioral interview questions at Amazon you are expected to answer them in the Situation Task Action Results (S.T.A.R.) format.

*“The STAR method is a structured manner of responding to a behavioral-based interview question by discussing the specific situation, task, action, and result of what you're describing. Here's what it looks like:” (Amazon.jobs)*

### **SITUATION**

Describe the situation that you were in, or the task that you needed to accomplish. Give enough detail for the interviewer to understand the complexities of the situation. This example can be from a previous job, school project, volunteer activity, or any relevant event.

- ***What was the situation you or your previous employer faced?***

### **TASK**

What goal were you working toward?

- ***What tasks were you involved in?***

### **ACTION**

Describe the actions you took to address the situation with an appropriate amount of detail and keep the focus on you. What specific steps did you take? What was your contribution? Be careful that you don't describe what the team or group did when talking about a project. Let us know what you actually did. Use the word “I,” not “we,” when describing actions.

- ***What actions did you take?***
- ***Talk about the actions you took to address the situation with an appropriate amount of detail.***
- ***What did you do to drive the team?***
- ***How did you work with others?***
- ***How did you pick up your teammate?***
- ***How did you coach your coaches?***
- ***Keep the focus on you!***
- ***What specific steps did you take?***
- ***What was your contribution?***
- ***How did you help others?***

## **RESULT**

Describe the outcome of your actions and don't be shy about taking credit for your behavior. What happened? How did the event end? What did you accomplish? What did you learn? Provide examples using metrics or data if applicable.

Consider your own successes and failures in relation to the Leadership Principles. Have specific examples that showcase your expertise, and demonstrate how you've taken risks, succeeded, failed, and grown in the process. Keep in mind, some of Amazon's most successful programs have risen from the ashes of failed projects. Failure is a necessary part of innovation. It's not optional. We understand that and believe in failing early and iterating until we get it right.

- ***What were the results of those actions?***
- ***When going into the results, make sure you describe the outcome and your actions.***
- ***How did the event end?***
- ***What did you accomplish?***
- ***What did you learn?***
- ***Do not be shy for taking credit for your behaviors***
- ***If you have metrics, use it!***

**Notes:**

- Give enough detail so the interviewer can understand the complexity of the situation.
- Amazon likes data!
- Show clear thought and action.
- Practice using the STAR method to answer the behavioral-based interview questions listed above, incorporating examples from the Amazon Leadership Principles.
- Ensure each answer has a beginning, middle, and end. Describe the situation or problem, the actions you took, and the outcome.
- Prepare short descriptions of a handful of different situations and be ready to answer follow-up questions with greater detail. Select examples that highlight your unique skills.
- Have specific examples that showcase your experience, and demonstrate that you've taken risks, succeeded, failed, and grown in the process.
- Specifics are key; avoid generalizations. Give a detailed account of one situation for each question you answer and use data or metrics to support your example.
- Be forthcoming and straightforward. Don't embellish or omit parts of the story.

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**Disclaimer:** *The 14 leadership principles and definitions for them were taken off amazon.jobs.*

# Chapter 4

## **Chapter 4: Case Study**

Amazon is known to include case study questions for some interviews for some positions like the Tier 3 Process Assistant interview and Area Manager interview. The interviewers will present you with a scenario and ask you how you would respond to their hypothetical scenario.

### **Example Case Study Question from Glassdoor from someone's interview:**

*“Employee x & employee y work on two different teams & carpool together. One morning they are late to their shift. Pay day comes & there is a discrepancy in compensation for that pay period between the two employees even though they have the same position. Employee x's manager never deducted time, but you did for employee y as she is on your team & she was late to that shift in this respective period. How do you remedy this situation? Who do you work with in this situation?” ~ (Glassdoor)*

**Tips to help you for the case study/scenario question**

### **Step 1: Problem**

- Make sure you understand the problem.
- Listen carefully to the situation being described and take down notes if you need to better help yourself remember the necessary data points and details.
- Do not be afraid to ask clarifying questions to better help you fully understand, provide additional details, or provide more insight.

### **Step 2: Approach**

- Discuss information you will need to get the solution and how you will obtain that information.
- Make sure you explain the whys behind your decisions.
- They are looking for my thought process to make sure if it aligns with the leadership principles.
- Continue to ask any clarifying questions you might have.
- **Pay attention to what your interviewer says or ask!**

### **Step 3: Solution**

- Present your solution and wrap up the situation.
- Include any metrics if possible.
- Talk about what the next step would look like.
- Talk about who you will be involved with.
- Interviewers are not necessarily looking for the correct answer. They are looking at your problem-solving skills and thought process. Will consider whether your logic and reasoning make sense as you talk to your case study.

# Chapter 5

# Chapter 5:

## 14 Leadership Principles w/Story Examples

In this section I will be providing some example stories in the S.T.A.R. format for all the 14 leadership principles.

Title	short title that reminds you of the story
Situation	Description of the situation
Task	Description of the task you had to do
Action	Description of the actions YOU took
Results	Description of the results (include metrics if possible) and reflect on the outcome
Hashtags	Example: #Ownership #Customer Obsession

Include hashtags of the leadership principles which relates to it

*(Example layout for your stories)*

## **Example S.T.A.R. Stories for the 14 Leadership Principles**

### **Customer Obsession-**

**Working at a Movie Theater - Made a guest a batch of unsalted popcorn and had someone bring their food to them.**

**Situation-** A customer wanted to order popcorn, but they cannot have salt. We put salt in our popcorn.

**Task-** I needed to make the customer a batch of unsalted popcorn.

**Action-** I informed the guest that it would take 15 minutes, but I can make you a tub of unsalted popcorn and I will have someone bring your order to you in the theatre, so they did not miss their movie. I wrote down the theater and seat that they were sitting in.

**Results-** The customer was grateful that I would do that especially since at my theater we do not normally bring food to the customers.

**#Customer Obsession**

### **Ownership-**

**Working at a Movie Theater - Backbar - (Difficult) Customer trying to use a promotion that is no longer active.**

**Situation-** One of my cashiers was taking a customer's order and the customer was becoming frustrated because they thought that they could use the large combo promotion. The promotion had ended but the screens were still displaying it.

**Task-** My only goal for this situation was to calm down the customer and make sure that they left as a happy customer.

**Action-** I informed the customer that the promotion had ended, and the screens should not have still been advertising it. But I understood that they would not have known that since it did not specify the end date; so, I would take their order at my register, allow them to receive the free drink, and just damage it out in the damage log.

**Results-** After all was done, the customer ended up leaving happy. I allowed the customer to use the promotion because it was in part our fault for still advertising an old promotion on the screens and not specifying when the promotion would end. I also informed my manager about what happened at the end of the night when we were closing.

Moving forward we made sure to check the screens every week and after any promotions to make sure that they are taken down.

**#Ownership #Customer Obsession #Dealing with a difficult customer**

## **Invent and Simplify-**

**Quality Ambassador - Writing down sort names for packages on black pallets and giving it to my Area Manager**

**Situation-** When I was doing quality, I noticed that the downstack pallets that we used to put packages on that were either downstack or problem solve did not have a good system for dealing with them. This was a problem because the CPT (Critical Pull Time) chasers would be running around last minute before CPT trying to find the remaining packages.

**Task-** My goal was to come up with an easy way to help the CPT chasers have an idea as to what packages were on the black pallets.

**Action-** When I was doing my quality audits, I would search through the packages on the black pallets and write down the different sorts on them. I then gave the list to my Area Manager so that she could know where these packages were and direct someone to collect them if they were packages for our cpt.

**Results-** I was thanked by my Area Manager for doing this. It helped the cpt chasers cut down on the amount of wasted time they were spending looking for these packages which in turn allowed us to close the trailers instead of holding them back past cpt.

**#Invent and Simplify #Ownership #Customer Obsession #Learn and Be Curious #Lead to Implementing Change #Improved a Process**

**Extra Information:** A bit after doing this my Operations Manager talked to me about the situation and how we could implement a better system to deal with this problem...

**Are Right, A Lot-**

**Amazon - Quality -New Area Manager deleting everything from Trans and I told my Area Manager prior...**

**Situation-** I noticed one of the new Area Managers was struggling with understanding our process and they were making little mistakes.

**Task-** The new Area Manager was making mistakes and it needed to be escalated so that the issue can be properly addressed.

**Action-** I inform the other two Area Managers about my concerns. Both say there is nothing they can do since they are all Area Managers and not said Area Managers manager. I warned them that the problems are just going to get worse. My Area Manager said that that is not their job and only the Operations Manager can do anything about it.

**Results-** I came back from break after informing the other two Area Managers about my concerns and I found out what happened. The Area Manager I was worried about did what I worried they would do and deleted everything in Transship out of the building. 60+ pallets with customer orders were deleted out of the system. Due to this, the trailers were not able to be loaded because we were trying to find out how to fix the problem, so the trailers were late.

**#Are Right, A Lot #Have Backbone; Disagree and Commit #Think Big #Bias for Action**

## **Learn and Be Curious-**

**Working at a Movie Theater - I was curious to learn different jobs and eventually got promoted to backbar after only working for a few weeks.**

**Situation-** I just started working my first job at my first job at a movie theater.

**Task-** My goal was to be the best worker and learn as much as I could because I wanted to keep the job.

**Action-** So, that is exactly what I did. I would help others when they needed it, ask questions as to how things worked, and pick up extra shifts to work more. Eventually, one day the Backbar wanted to leave early because he had something to do. He asked the Managers if I could cover for him since he had taught me most of everything. The Managers then asked me if I was up for the challenge, and I said yes.

**Results-** This all took place all within my first two months of starting. After that day running the concessions stand by myself, Management conducted the performance reviews and promoted me to backbar.

**#Learn and Be Curious #Ownership #Earn Trust #Deliver Results #Helped a Colleague at Work**

## **Hire and Develop the Best-**

**Amazon - Training a new PIT driver.**

**Situation-** I was training a new Powered Industrial Truck (PIT) driver and they kept making mistakes that if went unchecked would lead to someone getting injured or seriously hurt.

**Task-** I had to find out what was causing the PIT driver to make these mistakes and show them how to correctly do it.

**Action-** I asked the PIT driver to dismount so that I could talk to them. After they dismounted, I told them about the situation and how they were doing-- which could end up in getting someone injured or seriously hurt. I told the PIT driver that

for now on just take their time operating the PIT and do not worry about trying to move fast because they had told me that they were beginning to feel overwhelmed because they were trying to perform the tasks at the same speed that they saw me doing them.

**Results-** The new PIT driver took my advice to heart and afterwards words they started to take things slowly to fully get a feel for the machine. This PIT driver ended up becoming so good at operating the PIT that they became a PIT Ambassador and started training associates to operate a PIT.

**#Underperforming Employee and Helped Coach Him to Improve #Insist on the Highest Standards #Invent and Simplify**

### **Think Big-**

**AMC - BackBaring during a Big Movie Release, Black Panther.**

**Situation-** Black Panther was coming out and things were about to get hectic... We sold out every seat. I work the weekend shifts as a backbar, and the weekend shifts are usually the busiest.

**Task-** I had to run the concessions stand, make sure we do not run out of popcorn, keep the items stocked, keep the line down, take hot food orders fast, manage everyone in the stand, and stock some of the inventory for the following week because we usually stock inventory on the weekend. There were many more things I had to do as well...

**Action-** There are 12 registers, so I had all 12 registers being used, had 1 person operating the other popcorn machine (we had two), had 1 person making the hot food, and had the last person standing by helping the cashiers by grabbing the items for them. When we had too many hot food orders, I would call out that there would be a 15-minute wait to help the hot food person catch up. I helped the hot food person out by taking the orders to the customers. I made sure to count the inventory throughout the day and I directed two associates to restock the items when the line was slow. Also, I had to give an after-shift report to the next backbar.

**Results-** All I will say is that I did my best. I did make a few mistakes and could have done things, but this was a great learning experience for me. To give you the scale of it, we had around 100+ customers entering the building per hour and really did not have any down time because once the concession stand was slow, we had to go and help the ushers catch up with cleaning the theaters.

This experience taught me how to manage a team of 13-15 associates, manage multiple tasks at once, and meet the needs of the customers in a fast-paced environment.

**#Think Big #Dealing with a Challenge #Customer Obsession #Manage Various Tasks #Manage a Big Team #Learning Experience #Improvement**

### **Insist on the Highest Standards-**

**Amazon- FHDs loaded my trailer but the pallets were not scanned.**

**Situation-** The previous shift had started to load one of our trailers in transship for us, but something was wrong, the number on the board was an odd number. The number on the board should never be odd if you only placed double stacks inside of the trailer because there are two pallets.

**Task-** This is a problem because all the pallets are supposed to be scanned to the trailer before sending it out.

**Action-** I informed my Process Assistant about the situation and then started to pull out all the double stacks. After I pulled out all the double stacks, I scanned all of the pallets to make sure that they were scanned to the trailer.

**Results-** I ended up finding out that a few of the pallets had the wrong labels placed onto them, so I printed out the correct labels and placed them onto the pallets. Some of the pallets belonged to the trailer but some were a different sort. I moved the pallets that did not belong to the trailer to their correct location, scanned the pallets that did belong to the trailer, and loaded the trailer back up. I also updated my Process Assistant about what I had found out. The Process Assistant called IT down to get the printer fixed and told the associates to use a different one in the meantime.

**#Insist on the Highest Standards #Ownership #Customer Obsession**

### **Bias for Action-**

**Amazon - I found a wall that was not built correctly while doing my audits.**

**Situation-** While I was doing the audit for the trailers, the wall built in DD163 was not built correctly. You are supposed to build the wall to the ceiling of the trailer, but they only built it 3 feet off the trailer floor.

**Task-** The wall in DD163 needed to be fixed because the trailer still had 8 containers that needed to go inside of it and packages were still coming down.

**Action-** After I failed DD163 for the trailer audit I went to the desk and informed the Area Managers, Process Assistant, and Ops Manager about what I found. DD163 is right next to the desk. I then paused with my audits for a bit to jump into the trailer with an associate to help them rebuild the wall because the line had started to get busy, and I wanted to make sure the wall would be built properly this time.

**Results-** Prior to the wall being rebuilt, it took up 3/5s of the trailer. After we rebuilt it, it barely took up 1/5s of the trailer. It allowed us to maximize the full capacity of the trailer and put all the packages onto it. This also gave me a chance to teach an associate how to properly build a wall.

**#Bias for Action #Ownership #Insist on the Highest Standards #Frugality**

### **Frugality-**

**Amazon - We only had 1 PIT that was fully charged so I had to work by myself.**

**Situation-** We were down to only 1 PIT because the other one was dead, and we only had one working charging station.

**Task-** I had to load 6 trailers by myself when normally we would have 2 PIT drivers.

**Action-** First, I informed my Area Manager about the problem and that we would need another PIT since 3 out of the 5 were red tanged. Second, I made sure that the

corral was constantly being filled when I was not using it, so I did not have to waste time by waiting. Lastly, I made sure that before I left for break, I had another PIT driver drive until I returned so that we did not stop working while I was on break.

**Results-** We did have 1 late trailer; it was 20 minutes late. But other than that, nothing else was late, we cleared the floor, and we started to load the next shift's trailers. Also, management ended up escalating the issue and getting us 3 new PITs as well as the other charging stations fixed.

**#Frugality #Ownership #Deliver Results**

### **Earn Trust-**

**Amazon - Away team left me after my first week and I had to learn how to drive the PIT. I was recognized for my skills driving the PIT and asked to become a PIT Ambassador.**

**Situation-** After my first week of learning how to drive the PIT; the away team left, and I was all alone. I was nervous at first because I have never driven a Hi Lo before and I informed my Area Manager about my concerns. He said you got this!

**Task-** I was tasked with loading the trailers in transship, have no late trailers, and improve at driving the PIT.

**Action-** I made sure to take things slowly and not do anything I was not capable of doing yet. If a trailer were at risk of not being able to load everything in time or had too much and I would require a second trailer; I informed my Area Manager at least an hour or 2 prior to cpt.

**Results-** I ended up impressing my Area Manager and Process Assistants at the time that they informed the Learning how good I had become. After Learning head what they said and saw me work, I was asked to become a PIT Ambassador a few months after starting. As a PIT Ambassador I would be training associates to become PIT drivers.

**#Earn Trust #Deliver Results #Ownership**

## **Have Backbone; Disagree and Commit-**

**Amazon - Driving PIT and had to load an extra trailer... Me and my PA disagreed if Ops would care about the problems we ran into with the extra trailer.**

**Situation-** I was told to load an extra trailer left by day shift, YYZ7. While I was loading it, I discovered that some of the pallets were already loaded inside but not scanned to the trailer and when I checked them, they had the wrong labels on them.

**Task-** I needed to confirm with my Process Assistant if we had to immediately load the extra trailer because some of the pallets were not scanned correctly and had the wrong label placed onto them which would take me longer than normal and risk having the other trailers become late.

**Action-** I informed my Process Assistant of the situation but they did not want to check with the Ops Manager about it because they were under the impression that the Ops Manager would not care. So, I found the Ops Manager and informed them of the situation. I gave the Ops Manager two options, 1) I could load the extra trailer first but due to all the inconveniences the rest of our trailers would be late. 2) I can prioritize getting our trailers out first, load what I can for the extra trailer in between, then once the second period starts, I should have a window to finish off the extra trailer or worse case it will have to be done after we finish our cpts.

**Results-** The Ops Manager understood the situation and gave me the go ahead to proceed as I saw fit. I ended up getting all our trailers out as well as the extra YYZ7 trailer, but it was not sent out until after our cpts were done.

**#Have Backbone; Disagree and Commit #Ownership #Think Big #Adjusting to an Unexpected Change! #Are Right, A lot #Earn Trust #Bias for Action**

## **Deliver Results-**

**Amazon - New Area Manager asking me to go back to PIT driving. Trans was in bad shape.**

**Situation-** My new Area Manager asked me to go back to PIT driving for a little bit because Trans was in bad shape. We were leaving around 2-3 trailers worth of pallets on the floor in addition to the next shift's pallets.

**Task-** My job was to clean up the mess, get the packages out in time, and train new PIT drivers in trans that they brought to me.

**Action-** So that is exactly what I did. Instead of prioritizing getting everything out in time I focused on getting all the containers off the floor and clearing the floor space. I also trained three new PIT drivers as to how to work in trans.

**Results-** I had to stay after shift for an extra hour or two for a few days to take care of everything but it all paid off. After a few weeks we ended up clearing all the containers on the floor and keeping less than 10 containers staged on the floor!

**#Deliver Results #Improved a Process #Ownership #Bias for Action #Earn Trust #Invent and Simplify #Are Right, A Lot #Insist on the Highest Standards #Think Big Have Backbone; Disagree and Commit**

## **Dive Deep-**

**Amazon - Quality - Associates using flow and getting scanning errors. Rapidly scanning all the packages.**

**Situation-** When I was doing Quality one of the jobs, I had to look at the list of associates for the last hour who had gotten an error message, talk to them about it, and coach them. One day an associate had 8 errors.

**Task-** My goal was to figure out why this associate had so many scanning errors.

**Action-** I talked to the associate to find the route of the problem, he could not provide any insight at first. So, I just coached him on how to properly scan then left him. I then watched the associate for a bit to see how he worked.

**Results-** After observing him I realized that he was using flow and that was the cause for the error messages. When the palletize lanes would be busy associates would switch to flow and rapidly scan all the packages without paying much

attention to what sort it was because they are trying to keep the lane from blue lighting. This would of course cause them to scan the wrong packages. I just told him to make sure when he is doing this to move the packages that have a different sort over to the side, so he does not mistakenly put it on the wrong pallet.

**#Dive Deep #Interpret Data #Problem Solving #Using Past Experiences  
#Out of the Box Approach to Solving a Problem #Improved a Process**

## **Explaining how a story can touch on various Leadership Principles**

**Amazon - New Area Manager asking me to go back to PIT driving. Trans was in bad shape.**

**Situation-** My new Area Manager asked me to go back to PIT driving for a little bit because Trans was in bad shape. We were leaving around 2-3 trailers worth of pallets on the floor in addition to the next shift's pallets.

**Task-** My job was to clean up the mess, get the packages out in time, and train new PIT drivers in trans that they brought to me.

**Action-** So that is exactly what I did. Instead of prioritizing getting everything out in time I focused on getting all the containers off the floor and clearing the floor space. I also trained three new PIT drivers as to how to work in trans.

**Results-** I had to stay after shift for an extra hour or two for a few days to take care of everything but it all paid off. After a few weeks we ended up clearing all the containers on the floor and keeping less than 10 containers staged on the floor!

**Deliver Results-** Demonstrated the ability in the past to deliver results which is why I was asked to return and continued to deliver results.

**Leadership Principles Touched on in this story-**

**Earn Trust-** Earned the trust from the current PAs and Management because they trusted to ask me for help.

**Ownership-** Took ownership of the situation to fix it and did not say, no I was not the one who caused it, so I am not going to fix it.

**Bias for Action-** I acted immediately and tried new things out... *Elaborate more during the interview.*

**Invent and Simplify-** Improved the process of what the previous PIT drivers and PA was doing... *Elaborate more during the interview.*

**Are Right, A Lot-** I was right about the correct course of action that we needed to take to correct the problem... *Elaborate more during the interview.*

**Insist on the Highest Standards-** Even though things were a mess and not going as planned, I continued to insist on the highest standards and make sure that we did as good of a job as we could. Example, I stayed back a few extra hours for a couple of days to clean up the mess my shift made and not let the following shift clean it up.

**Think Big-** I Considered the entire situation then came up with a course of action which I perceived as being the most optimal one to get us back on course...  
*Elaborate more if needed during the interview.*

**Have Backbone; Disagree and Commit-** When I was first asked to go back and help, I did not really want to do it, but I put it aside and agreed to it.

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**Disclaimer:** *These examples are just meant to give you an idea of how to build your stories around the leadership principles. You might need more impactful stories than these depending on the level of the position and change them according to the position you are applying for.*

## **Last Few Notes**

- The College/University Hire Area Manager process is slightly different from the regular Area Manager process.
- The College Hire Area Manager positions are not posted publicly, the positions posted publicly are for the regular Area Manager position.
- College/University Hire Area Manager job description does not require work experience while the regular Area Manager position requires 2+ years of work experience.
- There is the Entry Level/University Hire Area Manager job posting, Area Manager posting, Military Hire Area Manager, and the Campus Next Area Manager posting. The Campus Next posting is the internal version of the University Hire Area Manager posting.

### **Interview Tips-**

- If you need a second to think about your response during the interview, you can tell the interviewer to give you a second.
- If you are an internal, then you can ask your manager to do mock interviews with you!
- You can ask a friend or family member to do a mock interview with you.

### **After Passing the interview-**

- If you receive a location you do not want, you can ask the recruiter to change it.
- If you decline the offer due to location, you can reapply immediately. If you get a chance for another interview in the area you want, you can tell the recruiting team that you recently interviewed, passed, and declined due to location and ask if you have to interview again. They can skip the interview process and go straight to sending an offer.

## Other Resources

### **S.T.A.R. Method**

<https://www.youtube.com/watch?v=WSbN-0swDgM>

<https://www.youtube.com/watch?v=8gdRqrd7kVw>

<https://www.youtube.com/watch?v=dWK26jZgsM8>

### **14 Leadership Principles**

<https://www.youtube.com/watch?v=Ta9tCwcMbXs>

<https://www.youtube.com/watch?v=2HYBPKDZda0&t=2056s>

<https://www.youtube.com/watch?v=B-xdfQv31lk>

<https://www.youtube.com/watch?v=lwXGXWrGFUA>

<https://www.youtube.com/watch?v=InDXU96hEWE&list=PLbTV6GsDfNabGDY2d7>

[PzW55\\_koorJOF9q&index=1](https://www.youtube.com/watch?v=PzW55_koorJOF9q&index=1)

<https://www.youtube.com/watch?v=sWRH0wy5q6M>

[https://www.youtube.com/watch?v=PYALZMg\\_g\\_A](https://www.youtube.com/watch?v=PYALZMg_g_A)

[https://www.youtube.com/watch?v=ggoyKFt\\_7C8](https://www.youtube.com/watch?v=ggoyKFt_7C8)

### **Helpful Interview Information**

[https://www.amazon.jobs/en/landing\\_pages/interviewing-at-amazon](https://www.amazon.jobs/en/landing_pages/interviewing-at-amazon)

<https://www.youtube.com/watch?v=EVbjvA7VJEY&t=2146s>

<https://www.youtube.com/watch?v=70QX6Vkt2uY>

[https://www.youtube.com/watch?v=7uFqQraRzrY&list=PLbTV6GsDfNaZC7rU8e4XnUqcaUFq\\_kJ2M&index=2](https://www.youtube.com/watch?v=7uFqQraRzrY&list=PLbTV6GsDfNaZC7rU8e4XnUqcaUFq_kJ2M&index=2)

[https://www.youtube.com/watch?v=0OJIKkQJbGk&list=PLbTV6GsDfNaZC7rU8e4XnUqcaUFq\\_kJ2M&index=4](https://www.youtube.com/watch?v=0OJIKkQJbGk&list=PLbTV6GsDfNaZC7rU8e4XnUqcaUFq_kJ2M&index=4)

[https://www.youtube.com/watch?v=MvogEmMhUcw&list=PLfJSsY\\_suCKMUABmYd64686ilTgkG8Dpw&index=6](https://www.youtube.com/watch?v=MvogEmMhUcw&list=PLfJSsY_suCKMUABmYd64686ilTgkG8Dpw&index=6)

<https://www.themuse.com/advice/30-behavioral-interview-questions-you-should-be-ready-to-answer>

# **My Annotated comments from watching Amazon YouTube Videos**

## **YouTube Video - Amazon Worldwide Operations & Customer Service:**

- Interpretation of big data.
- Ownership.
- People who want to solve businesses biggest challenges.
- People who can dream and scale/dream big!
- Problem solvers that solve/people who can solve problems and deliver results!
- Leaders that like to collaborate.
- Creative thinkers who want to increase efficiency and push the boundaries of what customer service even means.
- Customer obsession!

## **YouTube Video - Meet Sunny, Area Manager:**

- Big opportunity for growth.
- Ability to grow quickly.
- Failure is an opportunity to make improvements.

## **YouTube Video - Peak at Amazon:**

- Really busy.
- Long hours, long days.
- Different every day.
- Motivate people.

## **YouTube Video - Area Manager, Day in the life:**

- Associate engagement.
- Gather information from the last shift.
- Area manager's job is to make sure associates have all the tools they need, assist them with any issues they might have, and help them to be successful and remove any barriers as possible.
- Area Managers have the opportunity to make things better and make things more efficient.

- End of shift recap. Go over with managers what went well for the day and what did not. Identify barriers for the next shift so that they are prepared.

## **YouTube Video - Amazon Operations - Pathways Leadership**

### **Development Program:**

- Looking for talent who wants to be leaders of large teams, leaders of large organizations
- People who really really want to progress and progress quickly.
- Looking for people who are committed to deep engagement, deep learning, and who are willing to throw themselves off the deep end of challenges.
- You must learn how to earn trust from your peers and organization.
- You must learn how to think of innovative solutions not just for your process but for the business in general.
- Amazon is a big team environment.
- You must seize the role as a leader. It is expected to lead large teams!
- People who want to set the strategic direction.
- People who are deeply curious.
- People who are analytical oriented.
- People who are great problem solvers.
- People who want to learn how to lead big teams and develop other people to solve new and interesting challenges.
- People who want to work in a global environment.

## **YouTube Video - Working in a Fulfillment Center:**

- Work hard, have fun, and make history

## **YouTube Video - Affinity/Inclusion Video:**

- Having diverse teams allows us to think creatively when we are thinking of different ways of solving a problem.
- Diversity helps us innovate faster.
- Encouraged to take risks.

*“People who succeed at Amazon have something in common—they are **customer-centric**, they are **leaders**, and they are **innovators**.”* - <https://www.aboutamazon.com/workplace/our-employees>

“Nothing is more important to us than keeping our employees safe.” -  
<https://www.aboutamazon.com/workplace/our-employees>

### **Amazon In-Person Interview Tips - Video:**

- 1) 14 Leadership Principles
  
- 2) Behavioral based questions - Interested in any challenges, unique situations, or problems you faced. Interested in the drive and determination you mustered in facing the outcome as well as the outcome.
  
- 3) STAR Method -
  - **Situation:** Describe the situation or context of the example
  - **Task:** Describe the task or goal you were working towards.
  - **Action:** Say what action you took. Use the word “I” not we. Interested in what specific steps you took and what your contribution was.
  - **Resolution:** Say what results YOU achieved.

### **The Area Manager Role:**

- People and Process Management
- Manage 50+ People
- Servant Leadership
- Performance Management & Deliver results
  - Safety
  - Quality
  - Productivity
  - Behavior
- High energy active role!

### **Area Manager Internship:**

- Will work on a process improvement project
- Take Calculated risks!

## **The Interview Essential:**

### **Soft Skills:**

#### **Association with Amazon's leadership principles and the ability to:**

- Deal with ambiguity
- Be flexible
- Forward Thinking
- Resourcefulness and efficiency
- Write, Speak, and listen actively

### **Hard Skills:**

#### **The ability to:**

- Structure thinking and communications
- Analyze data with financial reasoning
- Display business acumen
- Showcase technical skills/aptitude

## **Tips Great for Answers:**

- Practice using the STAR method to answer the behavioral-based interview questions listed above, incorporating examples from the Amazon Leadership Principles.
- Ensure each answer has a beginning, middle, and end. Describe the situation or problem, the actions you took, and the outcome.
- Prepare short descriptions of a handful of different situations and be ready to answer follow-up questions with greater detail. Select examples that highlight your unique skills.
- Have specific examples that showcase your experience, and demonstrate that you've taken risks, succeeded, failed, and grown in the process.

- Specifics are key; avoid generalizations. Give a detailed account of one situation for each question you answer and use data or metrics to support your example.
- Be forthcoming and straightforward. Don't embellish or omit parts of the story.

**Tips before you head in:**

- Be prepared to explain what interests you about the role you're interviewing for and the team (or teams) you'll be meeting with.
- When answering questions, be concise but detailed. We realize it's hard to gauge how much information is too much versus not enough. An effective test is pausing after your succinct response to ask if you've provided enough detail, or if the interviewer would like you to go into more depth.
- Follow-up if you need clarification. If you are asked a question but are not given enough information to provide a solid answer, don't be shy about asking for more information. If additional context is not available, focus on how you would attempt to solve the problem given limited information.
- For some roles, we may ask you to complete a writing sample. Why? At Amazon, we don't do PowerPoint or any other slide-oriented presentations. Instead, we write narratively structured memos and silently read one at the beginning of each meeting in a kind of "study hall." These papers range from one to six pages and articulate the project goal(s), approach to addressing it,

outcome, and next steps. Given this unique aspect of our culture, and the impact these papers have on what decisions we make as a company, being able to articulate your thoughts in written format is a necessary skill.

- We aim to hire smart, thoughtful, and customer-obsessed people. Reflect on what motivated you to pursue a career with Amazon and be prepared to share your thought process. Although “Why Amazon?” is a standard question, it’s not a formality for us. We genuinely want to understand what inspired you to explore an opportunity with us, so we get a better sense of who you are.
- We try to leave a few minutes at the end of each interview to answer questions you might have, but if we don’t get to all of them, please don’t hesitate to ask your recruiting point of contact.

### **Interview Day:**

- Dress code: Comfortable and casual; while some positions in our fulfillment centers may limit certain clothing for safety reasons (such as the need to wear closed-toed shoes), most of our offices are filled with people wearing everyday clothes. We're interested in what you have to say, not what you are wearing.
- What to expect: Interviews will be a mixture of questions and discussions regarding your previous experience and challenges you've encountered. Be ready with detailed examples – concise, structured answers are ideal.

- Interviewers: Depending on the role, you will meet with anywhere from two to seven Amazonians. They will be a mix of managers, team members, key stakeholders from related teams, and a “Bar Raiser” (usually an objective third party from another team). All interviewers will assess potential for growth beyond the position you’re interviewing for and focus on evaluating how well your background and skills meet core competencies, along with how they relate to Amazon’s Leadership Principles. We recommend approaching each of your interviews the same way, rather than trying to tailor answers to the interviewer’s role. Interviewers will often be taking notes on their laptops. It’s important that they have precise notes of their time with you to share with other interviewers.
- Resume or CV: Interviewers will have a copy, but feel free to bring one as well.
- Duration: Each interview session usually lasts from 45 minutes to an hour.
- Technical roles: If you're interviewing for a technical role, be prepared to white board.
- I would also recommend preparing some questions to ask to your interviewers. Asking questions gives you the opportunity to leave an impression. It’s great if you ask questions that demonstrate you have an interest in the role and/or how it contributes to success at Amazon. Maybe you want to ask about career progression if that’s something that interests you. It’s just good to have something prepared because most likely, you will have a few minutes to ask questions to leaders in the business.

Customer obsession-

The “customer” can be anyone you’re helping or providing assistance to.

- Your PA could be your “customer” if they requested for you to do something.
- Your AM could be your “customer” if they requested for you to do something.
- Your OM could be your “customer” if they requested for you to do something.
- An AA could be your “customer” if they requested that you help with something.
- Your professor or teacher could be your “customer” if they had you do something/gave you a task to complete especially if it was a project.

You shouldn't think too hard about the technicality of it but more about times when you helped, assisted, and/or provided a service for someone.

## Ending Remarks

These were the resources that I used when I was preparing for the interview process with Amazon. You may also find these to be useful or you may not. Your process will also be slightly different depending on the level and position that you are applying for, however hopefully this was helpful enough for you to get started!

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**Disclaimer:** *I put this document together out of my own accord. This is not an official Amazon document. I simply put together all the resources which were helpful for me to pass an Amazon interview together all in one place for people.*