

# Anchoring What Matters

Customer Obsession in Action at Amazon



## 16 Leadership Principles

Customer Obsession

Ownership

Invent and Simplify

Are Right, A Lot

Learn and Be Curious

Hire and Develop  
the Best

Insist on the  
Highest Standards

Think Big

Bias for Action

Frugality

Earn Trust

Dive Deep

Have Backbone;  
Disagree and Commit

Deliver Results

Strive to be Earth's  
Best Employer

Success and Scale Bring  
Broad Responsibility

## **Customer Obsession**

Where decisions start

## **Ownership**

Who carries them

## **Bias for Action**

How fast they move

# Customer Obsession

## Working Backwards

Start with the customer's experience,  
not your existing solution

Invent for the user, not for the architecture

Build for the 'Why,' not just for the 'How'

## Dogs Not Barking

Silence doesn't mean satisfaction,  
it often means resignation

No news is not good news,  
it's uncollected data

What should we hear that we're not?

# Ownership

## Single-Threaded Leadership

One person with authority to say “yes”  
without a meeting

If more than one person owns it,  
nobody owns it

Full authority, full accountability

## Two-Pizza Teams

Small enough to own it end to end

A small team is a startup,  
a large team is a bureaucracy

Outcome-oriented, not activity-oriented

# Bias for Action

## Escalation Is Good

Escalation is a feature, not a failure

Silence protects no one

If leadership doesn't know about a problem,  
the system has failed

## Two-Way Doors

Most decisions are reversible.  
Move, learn, adjust

If you can fix it later, launch it now

Measure the cost of being wrong against the  
cost of being slow

1

## Think Big

Aim to reshape, not just improve incrementally

Design for the experience you wish existed

Solve for the customer two years from now

2

## Start Small

Test ideas quickly in small, decentralized teams

Prove it works before you scale it

One problem, one owner

3

## Scale Fast

Pour resources in, commit fully

When it works, build the mechanism that makes it permanent

Don't pilot forever, fund what's proven

# Customer Obsession

Working Backwards

Dogs Not Barking

## Ownership

Single-Threaded Leadership

Two-Pizza Teams

## Bias for Action

Escalation Is Good

Two-Way Doors

1

Think Big

2

Start Small

3

Scale Fast