Behavioral depth

Bar Raiser / Dive Deep / Highest Standards / Customer Obsession

Full guide: 8h 11m | Core route: 4h | Read this map first, then use the final recall strip.

BEFORE STUDY Three principles → six real incident anchors → evidence and numbers → difficult probes → cold mock and repair.

01 / Build the first answer

Use a specific incident. Customer and stakes → your responsibility → difficult decision → your actions → supported result → lesson.

Aim for a clear 90–120 second opening, then expand on request. Spend most time on actions and judgment. Explain internal terms in plain language.

Answer the follow-up directly before returning to the story. If the premise is wrong, clarify it with a fact rather than repeating the script.

02 / Dive Deep

Begin with a discrepancy or uncertain explanation. Separate symptom from cause and define the comparison population, time window and expected behavior.

Trace lineage, inspect raw records, segment results and build the smallest counterexample. Compare competing hypotheses and seek disconfirming evidence.

Show the finding that changed your decision, the corrected mechanism and validation after repair. A dashboard screenshot alone is not root cause.

03 / Insist on the Highest Standards

Name the customer consequence of a defect and the acceptance standard. Distinguish a material correctness gap from an optional improvement.

Explain the tension with schedule or cost, the alternative you offered and who made the decision. Raise the bar through a repeatable gate or mechanism.

Show prevention, detection, ownership and response. Measure recurrence and useful signal quality; a noisy alert nobody acts on is not a quality system.

04 / Customer Obsession

Identify the actual user, decision and pain behind the request. Ask what they do today, where trust breaks and what a successful decision looks like.

Challenge the requested artifact when evidence supports a better way to meet the need. Compare alternatives and include feedback before broad rollout.

Prove the outcome through use, reduced burden or better decisions. Delivery of a dashboard does not establish adoption or customer value.

05 / Prepare six distinct incident anchors

Dive Deep: one misleading aggregate or attribution issue; one row-level identity/join/lineage defect. Explain the actual evidence trail.

Highest Standards: one difficult acceptance decision; one durable quality mechanism after a defect or semantic schema change.

Customer Obsession: one request reframed around a decision; one adoption/trust problem solved with customer feedback.

Choose real incidents. Constructed rehearsal numbers are practice only. Public company revenue is context, not proof of your personal impact.

06 / Defend the numbers and ownership

For every number: baseline, numerator/denominator, unit, observation period, data source and attribution. Distinguish an estimate from a measurement.

Say “I” for your decisions and implementation, “we” for shared outcomes. Credit partners without making your contribution disappear.

Be ready for scale, duration, trade-off, who disagreed, what failed, what you would change and what remained unresolved. Keep facts consistent.

07 / Hard questions and failure

“What did you get wrong?” Name your mistaken assumption, its consequence, your correction and a changed mechanism. Avoid a disguised strength.

“Why not the alternative?” Explain the real constraint and downside of your choice. Do not make the rejected option absurd.

“Did it work?” Separate accepted delivery, observed effect and causal impact. An equal grand total can hide offsetting record-level errors.

“What did the customer say?” Use actual feedback or observed behavior. Do not invent quotations or claim trust was instantly restored.

08 / Rehearse against evidence

Nailed: clear customer, specific personal decision, defensible evidence, actual result and lesson. Wobbled: a weak mechanism or unsupported detail. Blank: no usable incident.

Repair the exact missing point, then answer cold after a break. Keep one backup per principle and avoid using one story for every round.

A useful closing question: how does the team distinguish a shipped data product from one customers trust and use?

FINAL 5-MINUTE RECALL Pick 3 primary + 3 backup incidents • say each opening aloud • check every number • rehearse one mistake and one disagreement • answer “what did YOU do?” • remove unexplained jargon.

ELI5: Show who needed help, what you decided, how you knew and what changed.

Sources: Amazon Leadership Principles