

Your experiences and Audible's People Principles



Audible's People Principles are used to guide business in almost every way. Audible Software Development Engineers use our People Principles every day, whether we're discussing ideas for new projects or deciding on the best approach to solving a problem.

A significant portion of the interview will be dedicated to understanding how you've already been demonstrating our People Principles. Complete the steps below to reflect on how you've applied the Leadership Principles in your professional experiences.

Step 1: List your significant professional moments. List 10-15 significant professional experiences you've had. This includes everything from the goals achieved and risks taken to how you've failed and grown in the process. Don't worry about the details right now – just focus on triggering your memory. If you're having trouble, consider looking through your resume, prioritizing experiences from your most recent positions.

1.	6.	11.
2.	7.	12.
3.	8.	13.
4.	9.	14.
5.	10.	15.

Step 2: Recall the specifics. Interviewers will be diving deep into these examples, so it's best to refresh your memory ahead of time. We suggest using the STAR framework to recall the details. Complete the table below for the first significant professional moment you listed in step 1. Repeat for each moment.

Significant professional moment #1		
STAR framework	Ask yourself	Details
S ituation	What was the context/background for the situation you were in? Where did it occur, when did it happen? What was the goal?	
T ask	What was your role? What were you trying to achieve? Why was it important? What were the risks/consequences if nothing happened?	
A ction	What did you personally own? How did you do it? How did you influence the outcome? Who else was involved? What was the most significant obstacle you faced?	
R esult	How did you measure success for this project? What results did you achieve? (e.g., metrics) What trade-offs did you have to make to achieve this? What did you learn or would have done differently?	

Step 3: Consider the People Principles. Now that the details are fresh, consider which of the 5 People Principles you demonstrated in each significant professional moment. It's likely that there are multiple People Principles involved in each moment. All the People Principles definitions are included in the next pages of this guide for your convenience.

You may notice that your experiences have not covered all of the People Principles. Take some additional time to read through any non-covered People Principles to see if it makes you think of an additional professional moment to add to your step 1 list.

Significant professional moment	People Principle(s) demonstrated
1.	
2.	
3.	
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12.	
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14.	
15.	

Next Steps. You're ready to demonstrate to your interviewers how you've already applied the Leadership Principles in your professional experiences. Feel free to bring your short list of significant professional moments to the interview, with the following tips in mind:

- **Answer the interviewers' questions.** Don't try to squeeze in an example from your list if it doesn't really address what the interviewer is asking.
- **Don't read from a script.** This guide walks you through the exercise of remembering your significant professional moments in detail. Don't become dependent on them and end up reading to your interviewer.
- **Remain flexible.** The interviewer will be asking follow-up questions or prompting for additional details throughout your answer.
- **Use a range of examples.** All else being equal, use different significant professional moments with your interviewers to demonstrate a range of experiences.
- **Use recent examples.** All else being equal, prioritize sharing your most recent experiences.

People Principle	People Principle Description
<p>Be Customer Obsessed</p>	<ul style="list-style-type: none"> A. We work ceaselessly to hear the voices of our customers—to listen for them even when they aren't speaking to us directly. Audible inspires our listeners' dreams and feelings, as well as serves their needs. That our customers depend on us is an honor, and we work to ensure our service exceeds their expectations in every way. B. Millions of people around the world are listening to Audible right now because we work in pursuit of ever-improving measures of our customers' happiness and loyalty. Any change or improvement to our service must be executed with each and every customer's ability to easily understand our intentions in mind. C. Understanding what we mean to customers and correctly measuring inputs that yield those insights allows the financial outcomes of our business to take care of themselves. Analysis is not an end result but one of the catalysts of original and innovative work. D. We endeavor to humanize our own voice across all customer connections in a way that reflects the well-composed and brilliantly performed words we deliver to our listeners. E. We obsessively focus on other key stakeholders as if they are customers too: We serve the writers, actors, and other creative professionals who craft the words we deliver, as well as the people who live in the communities where we work. At Audible, we prize the capacity to see the world through others' eyes.
<p>Imagine & Invent Before They Ask</p>	<ul style="list-style-type: none"> A. Nobody asked Audible to invent the first solid state digital audio device between 1994 and 1997. We thrive when we gaze deeply into the future—to what spoken words can be and to the coming technologies and techniques that will define how people listen—so we can continue to invent on behalf of customers before they ask. B. We embrace ambiguity and we tolerate and demystify complexity. We seek to simplify the end-to-end customer experience in a way that allows our customer to feel the power of the words we deliver before they have to think about it. C. We value and reward positive disruption of the internal and external status quo. D. To dream into the future on behalf of our customers and customers to come, we don't fear failure. In fact, we celebrate the glorious failures that have accompanied our successes because of what we can learn from them. Innovations that can change the lives of millions of people begin as planted seeds that require several years of focus—we imagine without fear and we are patient and tenacious as we work to make our ideas real.

People Principle	People Principle Description
<p>Articulate The Possible & Move Fast To Make It Real</p>	<ul style="list-style-type: none"> A. Leaders who can imagine the possible are also able to synthesize vision in a way that “connects the dots” across strategy, function, and to the details of execution. B. Listening well requires the ability to crystallize thoughts via well-chosen written and spoken words that can be turned into meaningful action. Audible exists to unleash spoken words that inspire, offer insight, teach, and persuade. The best visions of the possible are intellectual hypotheses made even better when data and research inform them, and the best action plans deploy an economy and clarity of expression that enables others to “dream in color.” C. Moving fast and thoughtfully in missionary pursuit of the well-articulated vision of the possible is the best way to make things happen and exhibit leadership of the highest order.
<p>Study & Draw Inspiration From Culture & Technology</p>	<ul style="list-style-type: none"> A. At its best, Audible is an inspiration platform (a movement, a cause), and leaders who stand out operate at the cutting edge of the arts and sciences. We draw inspiration from artistic creativity, from the truths and wisdoms conveyed through the ages, from the most advanced of emergent technologies, and from the sciences focused on the study and calibration of the human condition. We hear the culture's drumbeat and we can audit scientific innovation at the cutting edge. B. As enlightening and enjoyable as it may be, leaders at Audible do not just listen, read, and stare at large and small screens for fun. We are vigilant professional observers, and our research laboratories include the sound, look, feel, and experience of wherever we are.
<p>Activate Caring</p>	<ul style="list-style-type: none"> A. We respect and celebrate the glories of the human spectrum. We embrace and work to protect inherent civil rights based on people's gender, gender identity, sexual orientation, race, color, ethnicity, religious beliefs, birthplace, socioeconomic station, disabilities, and age. B. We work to improve the lives of those without privilege in the cities and countries in which we operate, because Audible seeks to exemplify what a company can mean beyond what it does. We believe in giving people a chance, and we work to make this so, particularly in the urban core. Our focus on education innovation and urban economic and social renaissance is about advancing equality, and this mission should inform and inspire our days. C. We work shoulder to shoulder like the missionary agents of change we are. “Allofus” share the heart and soul of a start-up even as we grow large. This requires passionate advocacy in debate and a culture of extremely high expectations, but this does not mean leaders allow ego or personal politics to darken decisions or discourse (we used to call this the no a-hole rule). We intertwine deep rigor and exacting high standards with kindness and joy, and at Audible we remember that people will invariably forget things you say, but they will rarely forget how you make them feel. D. To create the deepest comradery, trust, and a more meaningful experience of the work that defines our days, we let others really get to know who we are as individuals. Leaders understand this and teach it through exemplary action. We work backwards from big visions, we value shared honesty, and we celebrate the quality of the collegial effort to achieve our goals.