



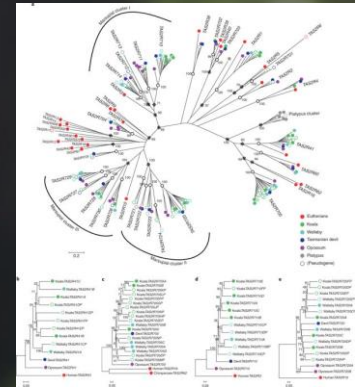
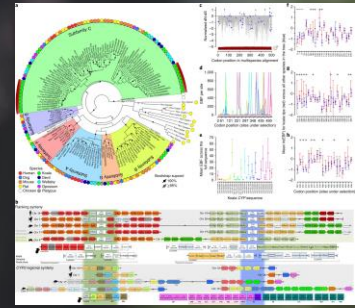
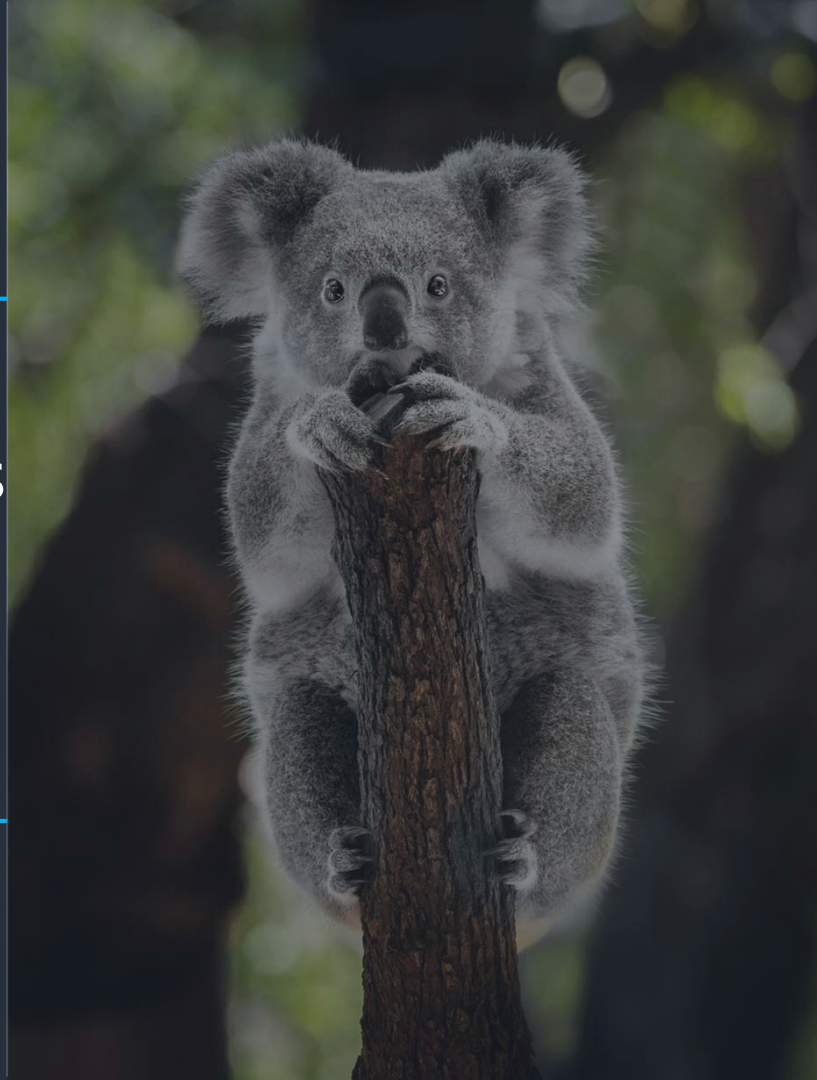
Amazon's Leadership Principles & Their role in Diversity and inclusion.

High Performance Computing on AWS

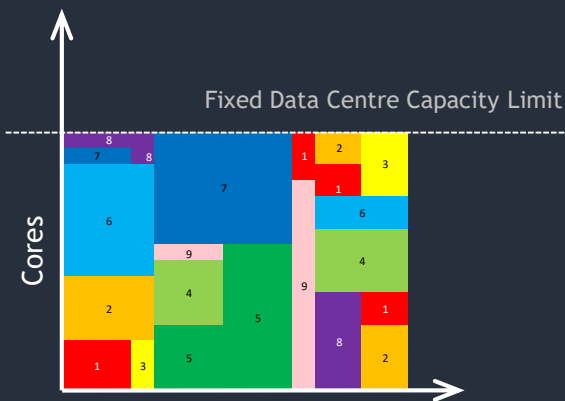
Every workload accepted. Every possibility imagined.

Complete sequencing of
3.24 billion base pairs

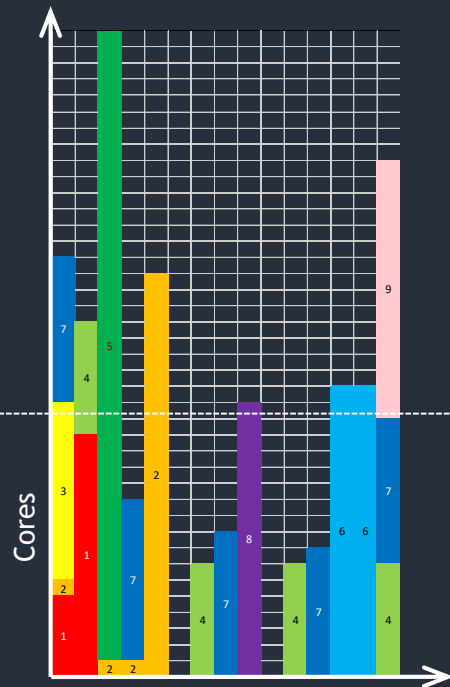
3 million core-hours of
Amazon EC2 Spot capacity



The metric for success should be time-to-results



Finite capacity, usually with long queues to wait in.



Massive capacity when needed to speed up time to results, and agile environment when additional hardware and software experimentation is needed.

“For every \$1 spent on HPC, businesses see \$463 in incremental revenues and \$44 in incremental profit.”

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 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 business judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.

Hire and Develop the Best

Leaders raise the performance bar with every hire and promotion. They recognise exceptional talent, and willingly move them throughout the organisation. 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 may 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 invention. There are no extra points for growing headcount, budget size, or fixed expense.

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.

Earn Trust

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Dive Deep

Leaders operate at all levels, stay connected to the details, audit frequently, and are sceptical when metrics and anecdote 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 the 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.





Left-handed

Chinese guy

4 legs

She's a girl
named Oscar.

Here be gay people.



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Health warning

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It's hard to have the empathy necessary to understand a customer's problem space, if you don't have enough cultural diversity to be able to image walking in your customer's shoes.

Inclusiveness

RESEARCH
COMPUTING
MUST BE EASIER



Real programmers don't comment their code. If it was **hard** to write, it should be **hard** to understand and even **harder** to modify.

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Changing our industry and our company **structurally**, not *superficially*.

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“Whilst you’re busy polishing your cannon balls, someone else is inventing laser beams”.

Our diversity enables us to make *more* decisions with *more context* and less futzing than others might need to do.

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You don't need to be part of the club

Anyone in Amazon can write a 6-pager.

Our docs don't have the author's name on them. The content speaks for itself.

Far from perfect ...

Thank you!

谢谢

