

The **UC San Diego Institute for Network Medicine (iNetMed)** is a notoriously intense place to work.

Comprised of **3 centers: 1) The HUMANOID CoRE, 2) The PreCSN lab** and 3) **ConCISE**, iNetMed is always hustling. Our competitive spirits are guided by 14 leadership principles that are derived from the Amazon Inc. which has continued to be nimble even as it has achieved enviable scale. Recognizing the importance of remaining nimble as we get bombarded by new information each day, the 15 principles below are an outline for how PIs, trainees, staff and all employees at iNetMed think through new ideas and constantly improve and impact biomedical science.

#1: Ownership at all levels: *Scientists should be owners: in our business, everyone is a leader who is innovating ways to get things done.* They should think long term and don't sacrifice long-term value for short-term results. They act on behalf of the entire iNetMed mission, beyond just their own work teams. They never say "that's not my job."

#2: Obsession for being right; Accept Rejections Positively: Leaders start with the problem and work backwards. They work vigorously to earn and keep the trust of the scientific community. Although leaders pay attention to competitors, they *obsess* over the findings and whether that will stand the test of times.

#3: Invent and Simplify: Innovation and invention from our teams is expected and desired from leaders. While maintaining a high regard for complexity in biology, they should always find ways to simplify. Simplifying can get us to the fundamentals, move mountains. Leaders look for new ideas from everywhere, and are not limited by "not discovered/invented here."

#4: Are Right, A Lot, But Divorce hypothesis when proven wrong: Leaders are right a lot. They have strong business judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs. When proven wrong, leaders accept and try to find out what misled them in the first place.

#5: Hire and Develop the Best: Leaders raise the performance bar every time they interact with others, 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. Leaders work on behalf of their team to invent mechanisms for career development.

#6: 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 work (efficiency, productivity, quality). Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed.

#7: 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 invent and take bigger strides towards the direction envisioned.

#8: Bias for Action: Speed matters in science. If you did not find it first, you get to read about it. Be an astute judge of what decisions/actions are reversible, what are not. Leaders excel in *calculated risk taking*. Do the experiment that proves you wrong first before doing the one that proves you right. Leaders know that failure is an option here; if not, they are not innovating enough!

#9: Frugality: Leaders learn to *accomplish more with less. Constraints breed resourcefulness, self-sufficiency and invention.* There are no extra points for growing headcount, budget size, or fixed expense.

#10: 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. They don't wait for assignments, they assign things to themselves. They show *no procrastination, little vocalization, and a lot of action.*

#11: Earn Trust: Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. *They benchmark themselves and their teams against the best.*

#12: Dive Deep: Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdote differ. *No task is beneath them.*

#13: 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.

#14: Maintain Focus on Delivering Results; Cut through Hierarchy: Leaders focus on the key inputs for their work and deliver them with the right quality and in a timely fashion. If such input requires talking to others, leaders do so with no regard for hierarchy. Leaders complement "day science" with "night science". *They constantly hustle, round the clock.* Despite setbacks, they rise to the occasion and never settle.

#15: Leaders Lead with Patience; Outlast Opposition: Leaders "*skate to where the puck is going, not where it has been-Gretzky*". Leaders *accept 'rejections' because they know they may be misunderstood for long periods of time.*

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