

Forte 2023

Forte is designed to help you understand your exceptional strengths, how you're performing against Amazon's high bar, and how you can continue to grow and deliver for customers.

Cheyenne Schneider

Business title: Sr. Program Mgr (ITOPM)

Manager: Jennifer Whitted, jenwhitt@

Finalized by: Jennifer Whitted, jenwhitt@

Performance summary

The performance summary represents how you performed compared to expectations for your role and level. There are 3 possible performance summaries: Exceeds High Bar, Meets High Bar, and Needs Improvement. To determine your summary, your manager reflected on your work using information gathered throughout the year, along with peer feedback and your self-reflection.

Your Performance summary:

Exceeds High Bar

Your performance this year exceeded Amazon's high performance bar for your role and level. Your contributions exceeded expectations in delivering for your customers.

Leadership Principles summary

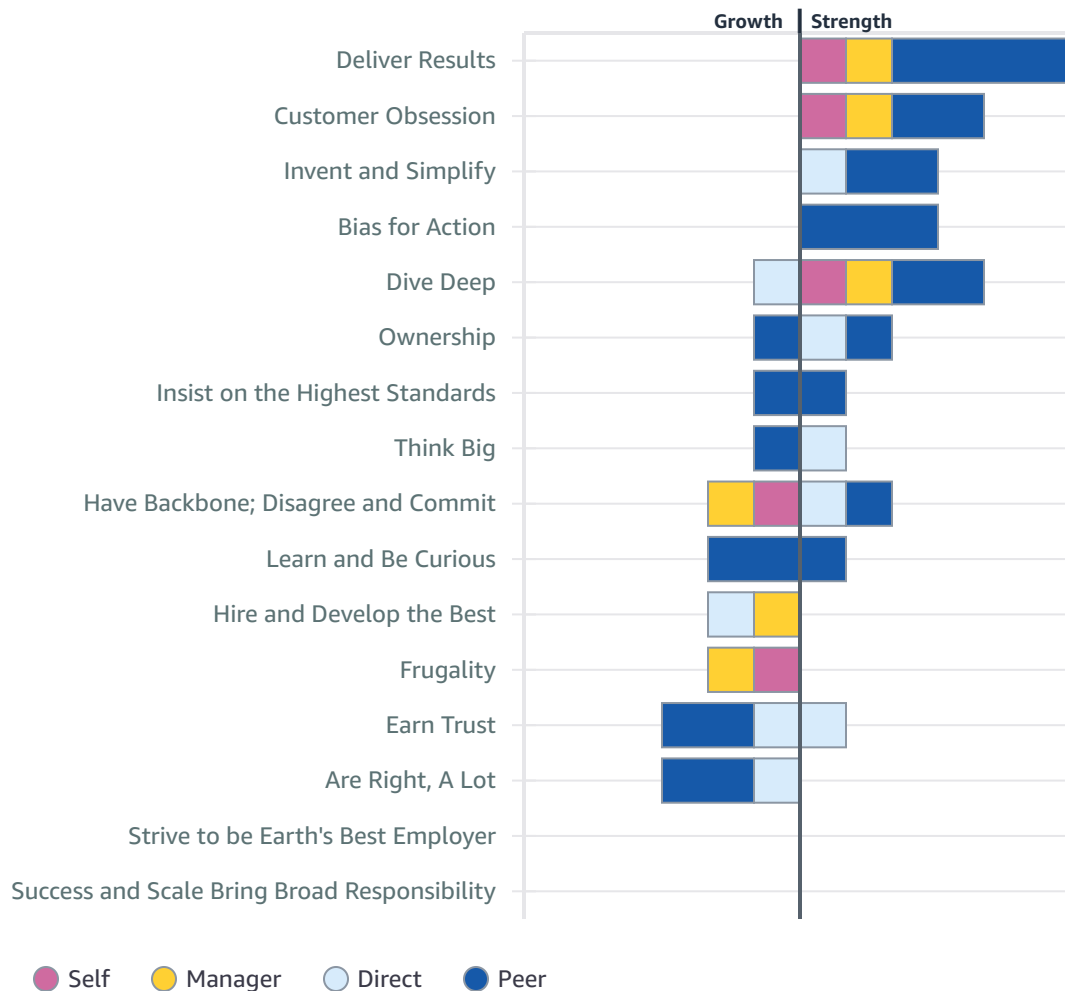
The Leadership Principles help define our culture, represent how we innovate on behalf of customers, and underpin how Amazonians work. The Leadership Principles summary explains your effectiveness at demonstrating Leadership Principles while delivering for customers at your current role and level. There are three Leadership Principles summaries: Role Model, Solid Strength, and Development Needed.

Your Leadership Principles summary:

Role Model

You are well-recognized by others for consistently demonstrating and role modeling Amazon's Leadership Principles in how you work. You are strong in most or all Leadership Principles.

Your growth and strength Leadership Principles



[Leadership Principles definitions](#)

Super powers

A super power is an exceptional strength - one that stands out most about you.

Your self-reflection

Describe what you're most excited about at work

Diving Deep - My super power is diving into data to identify improvements and efficiencies, resulting in the maturation of the Change Management initiative. I leverage this strength to assess customer needs and how to best serve Amazonians, and ultimately the business, earning trust and delivering results in tandem.

Describe how you contribute when you're at your best

In 2022, I believe I strongly demonstrated Bias for Action and Ownership during the discovery, operationalization, and tactical implementation of the IT Services Change Management initiative. Examples of this include, Creating the standardized governance of Change Management, directing the numerous improvements to the overall process, working backwards from customers and data to identify opportunities, and providing tactical solutions through multiple proposals towards improving the customer experience, process efficiency, and downstream capabilities supporting effective Change Management integration.

Manager feedback

You bring a lot of strengths to your work at Amazon. What stands out for me is:

Cheyanne's super power is her "get it done" attitude and drive. Cheyanne has demonstrated this time and time again taking on challenges with tremendous ambiguity and opportunity. She does not shy away from a challenge and dives in. Cheyanne works to a need-by date or a goal date to ensure deliverables are met at all cost.

Peer feedback

Cheyanne combines ownership and bias for actions manifesting in efficient operations and processes definition. She is quick to define problems and opportunities for improvements and to align stakeholders around requirements delivery and refining innovative approaches to resolutions. She demonstrates great organizational capabilities and managing skills and consistency in defining and pursuing scope goals.

Cheyanne consistently embodies Bias for Action; moving quickly to meet the needs of her team and business, while not being afraid to take calculated risks in order to make required progress. She also models Have Backbone; Disagree and Commit, when her perspective and/or opinions do not align with the opinions of others, she consistently challenges the status quo.

Cheyanne did a good job of learning what impacts our business when construction the Change management program and calendar etc. I appreciate the ongoing consultation and support she provides for impacting changes to our team, the value to long term planning has been invaluable.

Cheyanne's superpowers are Dive Deep and Bias for Action. She relies on internal resources, data gathered during discovery, peer feedback and good instincts to overcome interrupting biases. She is always looking for opportunities to improve existing processes and is not afraid to challenge status quo.

Cheyannes does a great job of listening and observing before trying to solve. They meet with stakeholders, understand pain points and build holistic workflows that deliver impact for customers. This allows Cheyanne to deliver solutions that can sustain and scale with the business, which I've appreciated seeing in 2022.

I really appreciate Cheyanne's style when it comes to staying organized and staying on top of things. I've been in a few meetings where Cheyanne was also in attendance, and much to my surprise, she sent all attendees meeting notes. Was she asked to take notes? Was she asked to provide meeting minutes to the group? No! She's on top of things and she is going to make sure everyone else is ready to keep up with her fast pace.

In 2022, Cheyanne worked with leadership to establish the Change Management team, a net-new ITOPM team, that delivered positive outcomes shortly after launch. I worked directly with her team on two different programs to proactively prepare for potential customer impact through weekly contact monitoring mechanisms. My CM experience was consistent, high-quality, and effective.

Directs feedback

Cheyanne Schneider (CS) raises the bar when it comes to "Have Backbone; Disagree and Commit". CS is constantly challenging the status quo to to elevate the quality of the deliverables and also the employee experience. Additionally,

CS does not shy away from a blocker or a challenge and finds innovative ways to drive solutions.

Throughout the planning and deployment of the Change Management program, as well as the successful build-out of Change Management team, Cheyanne has demonstrated strong ownership, leadership and an ability to deliver results by leading a variety of high impact, cross-functional process improvement initiatives. Direct ownership for multiple identified CM milestones and successfully delivered these milestones are some of the key highlights.

Growth ideas

Growth ideas are suggestions of things you can do to develop and grow.

Your self-reflection

What growth ideas do you have for yourself?

Opportunity: Disagree and commit

I often have ideas or recommendations in resolving issues or risks that arise in the Change Management support or roadmap yet find myself quick to assimilate when leadership shares a strategy or vision to the wider organization. I see the opportunity for myself to identify opportunities to vigorously challenge assumptions, while being willing to listen and pivot my stance as more information is brought to light and learn through the debate. My current leader, Jennifer, has been an excellent mentor in this opportunity for myself and constantly challenges me to assess if my disagreement in a situation is a stance of 'to win', or if my focus really is to make the right decision for the customer over the long term.

Providing effective guidance to my team to ensure we are focusing on the highest impact areas is critical given the limited resources in Change Management, as we are a small team. One example where I had an opportunity to disagree and commit was during a new team members proposal for a new process to improve data integrity in CPA reporting. Leadership had requested that this process be evaluated, and I should have stepped in during the ideation phase with my team member to scrutinize the request against the added value. This action would have saved my team hours of discovery work completed by the team member, and earned trust with leadership when we would have quickly identified that this project was minimally impactful against the other competing priorities within my team at the time.

Manager feedback

Growth ideas from me:

Cheyenne's super power is also her opportunity. Cheyanne will often bias for action, but the actions may not be the right ones. I encourage Cheyanne to spend a bit more time upfront ensuring she has all the data to make the right decisions. This would improve both her bias for action as well as being right a lot.

Peer feedback

Cheyenne implemented a solid foundation for the Change Management Program. Knowing how to take a program from "ideation" to "implementation" is an important PM skill that could be leveraged in other parts of the organization. She should consider joining Amazon's mentoring program to share her expertise and knowledge with other program managers who could benefit from it.

Cheyanne's growth area is Are Right, A Lot, specifically when it comes to strategic decisions.

I would like to see Cheyanne and her team continue to expand in scope. Many efforts within the team are reactive, but I see more value potential with the development of proactive measures.

I would love to see Cheyanne publicize the work she does more within my leadership team. a PR campaign would go a long way to demonstrating the value.

I'd like to see Cheyanne look for ways to communicate and partner more with the business owners outside of their existing scope. Sometimes the best value for customers is delivered when you go asking questions, without an event prompting it.

Part of being Are Right A Lot is seeking diverse perspective in order to disconfirm beliefs. Cheyanne at times in 2022 acted unilaterally, making one-way door decisions impacting the business without consulting pertinent stakeholders/teams that should have been involved. This over-indexing on Bias for Action vs. Are Right, A Lot can have the negative consequence of losing trust over time.

With knowledge in developing further the CM scope, I would recommend getting full grasps on all stakeholders perspectives and areas of collaboration and clearly defining all processes requirements. Such strategy adaptations capabilities would optimize the delivery of benefits. More efficient communication and spreading awareness with stakeholders is also required when the new process and compliance is put in place.

Directs feedback

Cheyanne is a tireless go-getter and as a result she sometimes have to juggle quite a bit. This might have taken a toll on her "are right, a lot" space. Taking some breather and some time to dive deeper, as well as taking a precious moment to re-calibrate thought process would be helpful in re-fortifying that said space.

Some growth ideas for CS would be to have more confidence in their team. Give them the opportunity to make the right decisions & even the wrong ones - facilitate learning and development opportunities from the aforementioned moments. Give feedback on both wins and challenges.

Thank you!

Amazon confidential