Christopher A. Choquette-Choo

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CA, USA

Research Scientist *40+ papers, lead product deployments.*
Significant contributions to 8+ major products with billions of users and enabling 100s of downstream usecases.
I am a scientist and engineer. I enjoy defining then solving tough problems, and deploying the solutions.

Research Experience

Google Brain & Google DeepMind — *Mountain View, CA, USA*
Senior Research Scientist — *2024 – Present*
Research Scientist — *2024 – 2024*
Machine Learning Researcher — *2022 – 2023*

- Lead privacy audits for frontier models. Grew this from Google DeepMind to across all of Google. Directly enable product releases for 100s of products through rigorous compliance testing.
- Contribute to frontier models via data, training algorithms, and evaluations, e.g., Gemini, Gemma, GBoard, PaLM, etc. A focus on better privacy and security.
- Research memorization, privacy/security vulnerabilities, and auditing of ML/language models.
- Research and develop state-of-the-art differential privacy mechanisms for machine learning.
- Lead research into compression in federated learning.
- Deploy my techniques for compression, memorization analysis, and differential privacy into production.
- 8 spot bonuses for exceptional work, including LLM releases, impactful reserach like DP-FTRL, and attacking SOTA models like GPT-3.
- 1000+ CLs, 1 competition, 40+ papers released to date.

Google Research, Cerebra team — *New York, NY, USA*
Brain Resident — *2020 – 2022*

- Investigated concept interpretability of acoustic models. Presented at Google Research Conference.
- Led research into optimal privacy-communication-accuracy tradeoffs with sparsity in federated learning.
- Researched differentially private multi-winner voting mechanisms for machine learning.
- Guided and advise project into private semi-supervised learning for federated learning in dermatology.

Vector Institute, with Professor Nicolas Papernot — *Toronto, ON, Canada*
Research Assistant — *Sept 2019 – Oct. 2020*

- Led research into differentially private collaborative algorithms.
- Led Privacy-preserving machine learning.

Georgian Partners — *Toronto, ON, Canada*
Research Engineer — *Apr. 2019 – Aug. 2019*

- Owned development of a differentially private ML model, to guarantee user data privacy, in collaboration with Google's top machine learning library, TensorFlow/Privacy, which is used by 1000 people.
- Designed an AutoML package to intelligently tune an ML model on any dataset; used by 25+ people.

Vector Institute, with Professor Aspuru-Guzik — *Toronto, ON, Canada*
Undergraduate Researcher — *Apr. 2019 – Aug. 2019*

- Researched machine learning for molecular discovery via Gaussian processes and active learning.

Intel Corp. — *Toronto, ON, Canada*
Research Engineer — *May 2018 – May 2019*

- Spearheaded SOTA ML bug triager with 55% accuracy on 2000+ engineers and 76% on 500+ teams.
- Productionized triager with an engineering efficiency improvement of 25% and savings of >$10M annually.

Institute of Biomaterials and Biomedical Engineering with Professor Paul Santerre *Toronto, ON, Canada*
Undergraduate Researcher *Apr. 2016 – Sept. 2016*

- Studied mechanical properties of polyurethane scaffolds and dental resin composites. Used in patents.

Research and Papers

[X] = First or Co-First Author. To date, I've first or co-first authored 15 papers.

Peer-Reviewed Conference and Journal Proceedings

[48] *User Inference Attacks on Large Language Models* Link *2024*
EMNLP

Nikhil Kandpal, Krishna Pillutla, Alina Oprea, Peter Kairouz, **Christopher A. Choquette-Choo**, Zheng Xu

[47] *Auditing Private Prediction* Link *2024*
Proceedings of the 41st International Conference on Machine Learning (ICML)

Karan Chadha, Matthew Jagielski, Nicolas Papernot, **Christopher A. Choquette-Choo**, Milad Nasr

[46] *Privacy Side-Channels in Machine Learning Systems* Link *2024*
USENIX Security Symposium (USENIX)

Edoardo Debenedetti, Giorgio Severi, Milad Nasr, **Christopher A. Choquette-Choo**, Matthew Jagielski, Eric Wallace, Nicholas Carlini, Florian Tramèr

[45] *Privacy Amplification for Matrix Mechanisms* Link *2024*
(Spotlight) International Conference on Learning Representations (ICLR)

Christopher A. Choquette-Choo, Arun Ganesh, Thomas Steinke, Abhradeep Guha Thakurta

[44] *Correlated Noise Provably Beats Independent Noise for Differentially Private Learning* Link *2024*
International Conference on Learning Representations (ICLR)

Christopher A. Choquette-Choo, Krishnamurthy Dj Dvijotham, Krishna Pillutla, Arun Ganesh, Thomas Steinke, Abhradeep Guha Thakurta

[43] *Teach LLMs to Phish: Stealing Private Information from Language Models* Link *2024*
International Conference on Learning Representations (ICLR)

Ashwinee Panda, **Christopher A. Choquette-Choo**, Zhengming Zhang, Yaoqing Yang, Prateek Mittal

[42] *Poisoning web-scale training datasets is practical* Link *2024*
IEEE Symposium on Security and Privacy (IEEE S&P)

Nicholas Carlini, Matthew Jagielski, **Christopher A. Choquette-Choo**, Daniel Paleka, Will Pearce, Hyrum Anderson, Andreas Terzis, Kurt Thomas, Florian Tramèr.

[41] *(Amplified) Banded Matrix Factorization: A unified approach to private training* Link *2023*
Thirty-seventh Conference on Neural Information Processing Systems (Neurips)

Christopher A. Choquette-Choo, Arun Ganesh, Ryan McKenna, H. Brendan McMahan, Keith Rush, Abhradeep Guha Thakurta, Zheng Xu.

[40] *Are aligned neural networks adversarially aligned?* Link *2023*
Thirty-seventh Conference on Neural Information Processing Systems (Neurips)

Nicholas Carlini, Milad Nasr, **Christopher A. Choquette-Choo**, Matthew Jagielski, Irena Gao, Anas Awadalla, Pang Wei Koh, Daphne Ippolito, Katherine Lee, Florian Tramèr, Ludwig Schmidt.

[39] *Students Parrot Their Teachers: Membership Inference on Model Distillation* Link *2023*
(Oral) Thirty-seventh Conference on Neural Information Processing Systems (Neurips)

Matthew Jagielski, Milad Nasr, Katherine Lee, **Christopher A. Choquette-Choo**, Nicholas Carlini.

[38] *MADLAD-400: Multilingual And Document-Level Large Audited Dataset* Link *2023*
Thirty-seventh Conference on Neural Information Processing Systems (Neurips)

Sneha Kudugunta, Isaac Caswell, Biao Zhang, Xavier Garcia, **Christopher A. Choquette-Choo**, Katherine Lee, Derrick Xin, Aditya Kusupati, Romi Stella, Ankur Bapna, Orhan Firat

[37] *Robust and Actively Secure Serverless Collaborative Learning* Link *2023*
Thirty-seventh Conference on Neural Information Processing Systems (Neurips)

Nicholas Franzese, Adam Dziedzic, **Christopher A. Choquette-Choo**, Mark R. Thomas, Muhammad Ahmad Kaleem, Stephan Rabanser, Congyu Fang, Somesh Jha, Nicolas Papernot, Xiao Wang

[36] *Multi-epoch matrix factorization mechanisms for private machine learning* Link *2023*
(Oral) Proceedings of the 40th International Conference on Machine Learning (ICML)

Christopher A. Choquette-Choo, H. Brendan McMahan, Keith Rush, Abhradeep Thakurta.

[35] *Private Federated Learning with Autotuned Compression* Link *2023*
Proceedings of the 40th International Conference on Machine Learning (ICML)

Enayat Ullah*, **Christopher A. Choquette-Choo***, Peter Kairouz*, Sewoong Oh*.
*Equal contribution

[34] *Federated Learning of Gboard Language Models with Differential Privacy* Link *2023*
The 61st Annual Meeting of the Association for Computational Linguistics

Zheng Xu, Yanxiang Zhang, Galen Andrew, **Christopher A. Choquette-Choo**, Peter Kairouz, H. Brendan McMahan, Jesse Rosenstock, Yuanbo Zhang.

[33] *Preventing verbatim memorization in language models gives a false sense of privacy* Link *2023*
(Runner-up Best Paper) Proceedings of the 16th International Natural Language Generation Conference

Daphne Ippolito, Florian Tramèr*, Milad Nasr*, Chiyuan Zhang*, Matthew Jagielski*, Katherine Lee*, **Christopher A. Choquette-Choo***, Nicholas Carlini.
*Equal contribution, random ordering.

[32] *Proof-of-Learning is Currently More Broken Than You Think* Link *2023*
IEEE 8th European Symposium on Security and Privacy (EuroS&P). IEEE Computer Society

Congyu Fang*, Hengrui Jia*, Anvith Thudi, Mohammad Yaghini, **Christopher A. Choquette-Choo**, Natalie Dullerud, Varun Chandrasekaran, Nicolas Papernot.
*Equal contribution, alphabetical ordering.

[31] *Private Multi-Winner Voting for Machine Learning* Link *2023*
Proceedings on 23rd Privacy Enhancing Technologies Symposium (PETS)

Adam Dziedzic, **Christopher A. Choquette-Choo**, Natalie Dullerud, Vinith Menon Suriyakumar, Ali Shahin Shamsabadi, Muhammad Ahmad Kaleem, Somesh Jha.

[30] *The fundamental price of secure aggregation in differentially private federated learning* Link *2022*
(Spotlight) International Conference on Machine Learning. PMLR

Wei-ning Chen*, **Christopher A. Choquette-Choo***, Peter Kairouz*, Ananda Theertha Suresh*.
*Equal contribution, alphabetical ordering.

[29] *Label-Only Membership Inference Attacks* Link *2021*
(Spotlight) International Conference on Machine Learning (ICML)

Christopher A. Choquette-Choo, Florian Tramer, Nicholas Carlini, Nicolas Papernot.

[28] *Entangled Watermarks as a Defense against Model Extraction* Link *2021*
USENIX Security Symposium (USENIX)

Hengrui Jia, **Christopher A. Choquette-Choo**, Varun Chandrasekaran, Nicolas Papernot.

[27] *Proof of Learning: Definitions and Practice* Link *2021*
IEEE Symposium on Security and Privacy (IEEE S&P)

Hengrui Jia*, Mohammad Yaghini*, **Christopher A Choquette-Choo**,ˆNatalie Dullerud,ˆAnvith Thudi,ˆ Varun Chandrasekaran, Nicolas Papernot.
*,Êqual contribution, alphabetical ordering.

[26] *Machine Unlearning* Link *2021*
IEEE Symposium on Security and Privacy (IEEE S&P)

Lucas Bourtoule*, Varun Chandrasekaran*, **Christopher A. Choquette-Choo***, Hengrui Jia*, Adelin Travers*, Baiwu Zhang*, David Lie, Nicolas Papernot.
*Equal contribution, alphabetical ordering.

[25] *CaPC Learning: Confidential and Private Collaborative Learning* Link *2021*
International Conference on Learning Representations (ICLR)

Christopher A. Choquette-Choo*, Natalie Dullerud*, Adam Dziedzic*, Yunxiang Zhang*, Somesh Jha, Nicolas Papernot, Xiao Wang.
*Equal contribution, alphabetical ordering.

[24] *A Multi-label, Dual-Output Deep Neural Network for Automated Bug Triaging* Link *2019*
International Conference on Machine Learning and Applications (ICMLA)

Christopher A. Choquette-Choo, David Sheldon, Jonny Proppe, John Alphonso-Gibbs, Harsha Gupta.

Peer-Reviewed Workshop Proceedings

[23] *Privacy Auditing of Large Language Models* Link *2024*
Next Generation of AI Safety Workshop at ICML 2024

Ashwinee Panda, Xinyu Tang, Milad Nasr, **Christopher A. Choquette-Choo**, Prateek Mittal

[22] *Privacy Auditing of Large Language Models* Link *2024*
FM-Wild Workshop at ICML 2024

Ashwinee Panda, Xinyu Tang, Milad Nasr, **Christopher A. Choquette-Choo**, Prateek Mittal

[21] *User Inference Attacks on Large Language Models* Link *2023*
International Workshop on Federated Learning in the Age of Foundation Models in Conjunction with NeurIPS (FL@FM-NeurIPS'23)

Nikhil Kandpal, Krishna Pillutla, Alina Oprea, Peter Kairouz, **Christopher A. Choquette-Choo**, Zheng Xu

[20] *Correlated Noise Provably Beats Independent Noise for Differentially Private Learning* Link *2023*
International Workshop on Federated Learning in the Age of Foundation Models (FL@FM-NeurIPS'23)

Christopher A. Choquette-Choo, Krishnamurthy Dj Dvijotham, Krishna Pillutla, Arun Ganesh, Thomas Steinke, Abhradeep Guha Thakurta

[19] *User Inference Attacks on Large Language Models* Link *2023*
Socially Responsible Language Modelling Research (SoLaR)

Nikhil Kandpal, Krishna Pillutla, Alina Oprea, Peter Kairouz, **Christopher A. Choquette-Choo**, Zheng Xu

[18] *Communication Efficient Federated Learning with Secure Aggregation and Differential Privacy* Link *2021*
the Neural Information Processing Systems (NeurIPS) workshop on Privacy in Machine Learning

Wei-ning Chen*, **Christopher A. Choquette-Choo***, Peter Kairouz*.
*Equal contribution, alphabetical ordering.

Reports

[17] *Gemma 2: Improving Open Language Models at a Practical Size* Link *2024*
arxiv

..., **Christopher A. Choquette-Choo***, ...
*Contributor. Led memorization efforts.

[16] *CodeGemma: Open Code Models Based on Gemma* Link *2024*
arXiv

..., **Christopher A. Choquette-Choo***, ...
*Contributor.

[15] *Gemma: Open Models Based on Gemini Research and Technology* Link *2024*
arXiv

..., **Christopher A. Choquette-Choo***, ...
*Contributor. Led memorization efforts.

[14] *Gemini 1.5: Unlocking multimodal understanding across millions of tokens of context* Link *2024*
arXiv

..., **Christopher A. Choquette-Choo***, ...
*Contributor. Led memorization testing.

[13] *Gemini: A Family of Highly Capable Multimodal Models* Link *2023*
arXiv

Anil, R., ..., **Christopher A. Choquette-Choo***, ..., & Vinyals, O.
*Contributor. Led memorization efforts.

[12] *Palm 2 technical report* Link *2023*
arXiv

Anil, R., Dai, A. M., Firat, O., Johnson, M., Lepikhin, D., Passos, A., ..., **Christopher A. Choquette-Choo***, ..., & Wu, Y.
*Core contributor. Led memorization efforts.

[11] *Report of the 1st Workshop on Generative AI and Law* Link *2023*
arXiv

A. Feder Cooper*, Katherine Lee*, James Grimmelmann, Daphne Ippolito, Christopher Callison-Burch, **Christopher A. Choquette-Choo**, ...
*Equal contribution, alphabetical ordering.

Pre-Prints (arXiv)

[10] *Extended Abstract: Machine Unlearning Doesn't Do What You Think* Link *2024*
under review

Katherine Lee *, A. Feder Cooper*, **Christopher A. Choquette-Choo***, Ken Liu, Matthew Jagielski*, Niloofar Mireshghallah, Lama Ahmed, James Grimmelmann, David Bau, Christopher De Sa, Fernando Delgado, Vitaly Shmatikov, Katja Filippova, Seth Neel, Miranda Bogen, Amy Cyphert, Mark Lemley, Nicolas Papernot
*Equal contribution.

[9] *Near Exact Privacy Amplification for Matrix Mechanisms* Link *2024*
arXiv

Christopher A. Choquette-Choo, Arun Ganesh, Saminul Haque, Thomas Steinke, Abhradeep Thakurta

[8] *The Last Iterate Advantage: Empirical Auditing and Principled Heuristic Analysis of Differentially Private SGD* Link *2024*
arXiv

Milad Nasr, Thomas Steinke, Borja Balle, **Christopher A. Choquette-Choo**, Arun Ganesh, Matthew Jagielski, Jamie Hayes, Abhradeep Thakurta, Adam Smith, Andreas Terzis

[7] *Recite, Reconstruct, Recollect: Memorization in LMs as a Multifaceted Phenomenon* Link *2024*
arXiv

USVSN Sai Prashanth, Alvin Deng, Kyle O'Brien, Jyothir S V, Mohammad Aflah Khan, Jaydeep Borkar, **Christopher A. Choquette-Choo**, Jacob Ray Fuehne, Stella Biderman, Tracy Ke, Katherine Lee, Naomi Saphra

[6] *Optimal Rates for DP-SCO with a Single Epoch and Large Batches* Link *2024*
arXiv

Christopher A. Choquette-Choo, Arun Ganesh, Abhradeep Thakurta

[5] *Phantom: General Trigger Attacks on Retrieval Augmented Language Generation* Link *2024*
arXiv

Harsh Chaudhari, Giorgio Severi, John Abascal, Matthew Jagielski, **Christopher A. Choquette-Choo**, Milad Nasr, Cristina Nita-Rotaru, Alina Oprea

[4] *Scalable Extraction of Training Data from (Production) Language Models* Link *2023*
arXiv

Milad Nasr, Nicholas Carlini, Jonathan Hayase, Matthew Jagielski, A. Feder Cooper, Daphne Ippolito, **Christopher A. Choquette-Choo**, Eric Wallace, Florian Tramèr, Katherine Lee

[3] *Fine-tuning with differential privacy necessitates an additional hyperparameter search* Link *2022*
arXiv

Yannis Cattan, **Christopher A Choquette-Choo**, Nicolas Papernot, Abhradeep Thakurta

Under Review (and not yet released)

[2] *The Privacy Ripple Effect* Link *2024*
under review

Jaydeep Borkar, Katherine lee, Matthew Jagielski, David A. Smith, **Christopher A. Choquette-Choo**

[1] *POST: A Framework for Privacy of Soft-prompt Transfer* Link *2024*
under review

Xun Wang, Jing Xu, **Christopher A. Choquette-Choo**, Adam Dziedzic, Franziska, Boenisch

[0] *Data Source Attribution in Diffusion Models* Link *2024*
under review

Matthew Jagielski, Milad Nasr, Nicholas Carlini, **Christopher A. Choquette-Choo**, A. Feder Cooper, Katherine Lee, Andreas Terzis, Georgina Evans, Chiyuan Zhang, Avijit Ghosh, Florian Tramèr

Talks

Invited Talks

DP-Follow-The-Regularized-Leader: State-of-the-art Optimizers for Private Machine Learning. *2024*
Institute of Science and Technology Austria (ISTA) for Prof. Christoph Lampert *Slides available upon request.*

DP-Follow-The-Regularized-Leader: State-of-the-art Optimizers for Private Machine Learning. *2024*
"Federated Learning on the Edge" AAAI Spring 2024 Symposium. *Slides available upon request.*

Host of "Private Optimization with Correlated Noise" invited session and co-presented first talk *2024*
Information Theory and Applications (ITA) *Slides available upon request.*

Poisoning Web-Scale Training Datasets is Practical *2024*
Guest talk for Prof. Varun Chandrasekaran at University of Illinois *Slides available upon request.*

The Privacy Considerations of Production Machine Learning *2021*
MLOps New York Area Summit *Slides available upon request.*

Adversarial Machine Learning: Ensuring Security and Privacy of ML Models and Sensitive Data *2019*
REWORK Responsible AI Summit *Available as a part of the Privacy and Security in Machine Learning package*

Paper Presentations

Multi-Epoch Matrix Factorization Mechanisms for Private Machine Learning — *Oral presentation at ICML 2023*

The Fundamental Price of Secure Aggregation in Differentially Private Machine Learning — *Spotlight at ICML 2022*

Label-Only Membership Inference Attacks — *Spotlight at ICML 2021*

Proof-of-Learning Definitions and Practice — *Oral presentation at IEEE S&P 2021*

Machine Unlearning — *Oral presentation at IEEE S&P 2021*

Professional Activities

Program Committee

IEEE Security and Privacy (S&P) conference — *2025*

IEEE Security and Privacy (S&P) conference — *2024*

Generative AI + Law (GenLaw)'24 Workshop at ICML — *2024*

Generative AI + Law (GenLaw)'23 Workshop at ICML — *2023*

Area Chair

Neural Information Processing Systems (NeurIPS) — *2024*

Session Chair

DL: Robustness at International Conference on Machine Learning (ICML) — *2022*

Reviewer

International Conference on Machine Learning (ICML) — *2024*

International Conference on Learning Representations (ICLR) — *2024*

Google Research Scholar — *2023-2024*

Nature Machine Intelligence Journal — *2023*

Neural Information Processing Systems (NeurIPS) + ***Top Reviewer*** — *2023*

International Conference on Machine Learning (ICML) — *2023*

Neural Information Processing Systems (NeurIPS) — *2022*

Nature Machine Intelligence Journal — *2022*

International Conference on Machine Learning (ICML) + ***Outstanding Reviewer*** — *2022*

IEEE Transactions on Emerging Topics in Computing — *2022*

Machine Learning for the Developing World (ML4D) workshop at NeurIPS — *2021*

Journal of Machine Learning Research — *2021*

Machine Learning for the Developing World (ML4D) workshop at NeurIPS — *2020*

External Reviewer

USENIX Security Symposium — *2022*

IEEE Symposium on Security and Privacy — *2022*

International Conference on Machine Learning (ICML) — *2021*

USENIX Security Symposium — *2021*

IEEE Symposium on Security and Privacy *2021*

Mentorship & Student Researchers

Ken Ziyu Liu *2024*
Stanford University *PhD Student Researcher*

Saminul Haque *2024*
Stanford University *PhD Student Researcher*

Enayat Ullah *2023*
John Hopkins University *PhD Student Researcher*

Education

Bachelor of Applied Science in Engineering Science *University of Toronto*
Major in Robotics Engineering *2015-2020*
Thesis: Label-Only Membership Inference Attacks as Realistic Privacy Threats
Graduation with Honors (cGPA 3.73/4.00)

Honors and Awards

Schulich Leaders Full Scholarship *University of Toronto*
$100,000 Value *2015-2020*
Awarded on the basis of academic achievement and leadership to students pursuing a STEM degree.

Class of 9T7 Award *University of Toronto*
$4000 Value *2017*
Awarded on the basis of academic achievement and leadership.

Director's Summer Research Opportunities *University of Toronto*
$5000 Value *2016*
Awarded to fund a summer research opportunity in Canada at the Institute for Biomaterials and Biomedical Engineering.

Burger King Scholarship *University of Toronto*
$1500 Value *2015*
Awarded on the basis of academic achievement and leadership.

University of Toronto Scholarship *University of Toronto*
$6000 Value *2015*
Awarded on the basis of academic achievement.

Competitions

Undergraduate Science Case Competition (SCINAPSE) *Western University*
(Finalist of 2) of 250+ teams. Upper Year Division. *2017*

Microsoft Azure Machine Learning Case Competition *University of Toronto*
(1st) of 20+ teams. *2017*

UTEK Consulting Competition *University of Toronto*
(Semi-Finalist) of 20+ teams. *2016*

The Game, Engineering Design Competition — *University of Toronto*
(1st) of 10+ teams. $10,000 value. — *Sept. 2015 - Mar. 2016*

Community Outreach

Public Software

Google Research: Main Owner of Multi-Epoch Matrix Factorization package — *2023*

Google Research: Owner of Private Linear Compression — *2022*

TensorFlow Privacy: Sole Contributor of Bolt-On Method for Differentially Private Training — *2019*

CleverHans Blog

Arbitrating the integrity of stochastic gradient descent with proof-of-learning — *2021*

Beyond federation: collaborating in ML with confidentiality and privacy — *2021*

Teaching Machines to Unlearn — *2020*

Personal Blog

How to do Machine Unlearning — *2021*

Teaching Machines to Unlearn — *2020*

Community Service and Leadership

University of Toronto Consulting Association, University of Toronto — *University of Toronto*
Director of Volunteer Consulting Group — *2017-2018*

FoodSkrap Startup — *Own Incorporation*
Co-Founder, CEO, and Software Developer — *2016-2017*

You're Next Career Network — *University of Toronto*
Director of Business Development, Startup — *2016-2017*

Board of Directors — *Plan Canada*
Youth Advisor — *2015-2017*

Youth Advisory Council — *Plan Canada*
Member — *2014-2017*

Technical skills

Proficient in: Python, C
Familiar with: Java, MATLAB, Perl, SQL, Elasticsearch, JavaScript
Python libraries: TensorFlow, Jax, Pax, SeqIO, T5X, PyTorch, NumPy, Pandas, Matplotlib, Scikit-learn, TensorFlow Federated, TensorFlow Privacy

Soft skills

Communication	I focus on communicating complex ideas in a way anyone can understand.
Teamwork	I care about being considerate and sharing responsibility in effective ways. Evidenced by 11 peer bonuses and 2 kudos at Google.
Leadership	I believe that identifying strengths and clearing runways enables success.