**People First**

1. Positive Attitude: You exhibit a “can do” attitude and enjoy your work. You recognize team members who go above and beyond the call of duty and equally point out disruptive behavior when necessary. You focus on what’s best for the company, the team, then individual achievement.

Rating: 5

Response:

Greg maintains an ultra-positive attitude regarding the NVIDIA based products that he has been directly working on, in the assigned role of Architect. He has enjoyed 2023 immensely with the bring-up of Ranger to limited production and the Concept delivery of multiple variant proposals on the Oberon based product. Greg always treats co-workers, customers and design partners with the highest respect and regard.  Greg has had extensive exposure to NJ and Taiwan ZT coworkers and partner engineers at multiple NVIDIA locations.  Greg maintains a positive attitude during all engagements, even when the changes are coming fast and furious from the Customer (which they have coined SOL – Speed of Light).

1. Proactive: You anticipate needs, find opportunities for improvement and take quick action to positively impact efficiency and our work environment. You have a bias for action and are not complacent.

Rating: 4-Highly Effective

Response:

Greg does a great job speaking up in meetings, in the lab and in factory situations to promote project specific objectives and how to accomplish them. If an issue is raised, Greg doesn’t sit back and wait for others to propose solutions, or improvements, he will take it upon himself to offer proposals to address the issue. One simple but effective demonstration of this is when faced with non-delivery of units to Santa Clara Customer site because of lack of packaging material (boxes). At the time, Greg and team members were assisting the customer setting up the prior delivery equipment in the lab. Greg proposed and executed the unorthodox endeavor of over-night air freighting the EMPTY packaging back to NJ to ensure on on-time delivery. The installation work continued, on schedule, and the customer was pleased.

1. Integrity: You act with integrity and authenticity while interacting with, guiding, and supporting others. You do what you say you will do, on time, and with high quality.

Rating: 4-Highly Effective

Response: Greg has demonstrated high integrity throughout his time at ZT.  This not only includes being honest and forthright with his colleagues and customers. Greg has demonstrated to the customer the ability to answer questions forthrightly. He has supported both engineering and factory customer folks with direct communication lines. Greg maintains ZT confidentiality but does communicate tactical situation awareness to the customer when required. Greg supports his coworkers and guides them through this tough customer engagement. Over the last year, Greg has developed and maintained a close working relationship with the Mechanical engineering peers. Working closely with Conrad Lau and Paul Anderson.

**Ownership Mentality**

1. Accountability: You hold yourself and your teammates accountable for a high standard of performance, meets deadlines, and delivers what is expected from you in your role. You understand what is needed for success, and you identify and support to achieve the desired outcomes even if outside your immediate area of ownership.

Rating: 4-Highly Effective

Response: Greg has served as the lead architect on Sonora (Ranger), Hornet (OberonGH) and Saratoga (OberonGB) for ZT.  He has been involved in all aspects of the project, from clarifying customer requirements, to reviewing/approving changes, helping make key decisions, directly participating in all major project events and in general being the team cheerleader.  Greg has been hands on and feet on the ground during Ranger. He has participated in the initial power-up of Ranger in NJ, then Rack Assembly and switch integration in NVIDIA in North Carolina. Was present and helped Taiwan team on TS1B of Ranger in Santa Clara and Portland. On the initial establishing of the First RACK based power-up and deployment for test in Building S in Santa Clara. And then recently, again worked with Taiwan team and NVIDIA engineering on-site at Santa Clara for the Oberon-GH TS1A successful bring-up.

1. Problem Solving: You use your creativity and experience to balance cost effectiveness and scalability when solving problems. You escalate problems quickly when necessary.

Rating: 4-Highly Effective

Response: Greg has demonstrated good competency in the solution of problems.  Many times, it is not just solving a problem, but rather weighing the impacts of multiple alternative solutions and knowing when to escalate the problem. During this timeframe, Ranger moved from conceptual to prototyping and limited manufacturing runs with simultaneous customer bring-ups. Material and material pipeline had direct implications on the success. Greg establishes and maintains a great relationship with the cable and material folks within ZT procurement team that make it happen. During the bring-up in NJ, multiple escalations were brought to the attention of DM (Jun Lu) and Ops (William Hsu) to affect timely solutions. Multiple proposal works also occurred during this timeframe where Greg has driven content and hosted kick of activities. An example of an out of box proposal is the 3-Slot Minnie test fixture for Oberon. This was introduced as a concept at the kickoff, then was embraced by both Customer and ZT. It is now the plan of record for the Oberon project, with prototype already existing.

1. Efficiency: You care about our company and seek understanding of how and why we do things, while challenging the status quo and looking for opportunities to make improvements. You push back and/or offer alternatives when you see waste, such as unnecessary processes, meetings or emails.

Rating: 4-Highly Effective

Response: Greg has been involved in the projects Sonora (Ranger), Hornet (OberonGH) which have been prime examples of pushing through to get results amid changing requirements on almost a daily basis.  He has pushed back and/or embraced the customer asks depending on the implications to the project quality and timelines.  During the last year, parallel programs have consumed some of the bandwidth of DM and TPM. Greg stepped up and filled the void where required. Never overstepping his role, but trying to fill the void where need. Additionally, two examples of where Greg stretched the teams understanding of technology. CXL is an emerging industry memory interface. Greg has historical experience and expertise on this subject. He has sought to refresh his knowledge and presented this to the Architect Team. NVLINK is a complex but essential interconnect coming from NVIDIA which makes scale out of NVIDIA GPU’s possible. Greg developed a thought model presentation which translated the obscure NVLINK topology to a common understanding. Greg presented this to the Arch Team, EE Team, FW Team, Mechanical Team and was the entertainment at the lunch at the Executive Briefing in Seattle.

**Quality**

1. Results: You deliver high quality results in your area of ownership. You work with your manager to balance quality deliverables in the context of overall business value.

Rating: 4-Highly Effective

Response: Greg maintains excellent attendance and punctuality.   He makes every effort to accomplish work tasks on a timely basis to meet all expectations.  In the situation where the task cannot be completed, Greg seeks out the receiver of the information and ensures that a modified completion date is set and is acceptable. The schedule during the NVIDIA project has been high pressure. A term they use is Speed of Light. Greg pushed to meet all the schedules and when certain tests and features were not available, customer agreement was always maintained.

1. Communication: You proactively identify and communicate areas that do not meet quality standards, even if outside your own area of responsibility. You are open to feedback from others.

Rating: 4-Highly Effective

Response: Greg consistently communicates with team members, superiors, vendors and customers. He always maintains the highest of ethical standards.  An additional aspect of Greg's work this year is working on a notably confidential project from NVIDIA.  Greg has observed and maintained all the confidentiality rules in this regard. Greg has developed a great report with the customer (Nvidia) and has earned their respect as a technical leader. The same is true with Greg's interaction with the Taiwan Board team. Greg goes out of his way to make sure the TW team understands the customer requirements and listens to them when they have concerns. An illustration of this is the very successful Oberon GH kick-off in Austin which was attended by over a dozen NIVIDIA engineers and management. This included the development and execution of the entire event including an off-site evening event.

1. Continuous Improvement: You know the critical details that are important to your role and seek opportunities for self-development and continuous improvement.

Rating: 4-Highly Effective

Response: Greg has developed over his career a large toolbox of experience that is proving to be helpful and impactful during this Ranger and Oberon projects.  The signaling speed, the blade nature, the unique set of protocols and the overall chassis development is consistent with Greg's experience. Another aspect is Greg's industry experience, the intersection with people that he has worked with, and familiarity of the technical issues have been an asset for the Ranger/Oberon Projects. Although personally disappointing, the word of not taking ZT for OberonGB. This motivated Greg to undertake a proactive Oberon Concept Re-Think. This is a multi-point review of the shortcomings and potential enhancements. This demonstrates that even a negative situation is responded to with an affirmative reaction and potential continuous improvement.

**Partnership**

1. Teamwork: You help others be successful. You share your knowledge and offer help where needed. You understand our “same boat” philosophy, that in order for ZT to be successful, our entire team must be successful.

Rating: 5

Response: This has been a KEY area that Greg has demonstrated capability during this reporting period.  On Ranger, he has been front and center on the full spectrum of activities. He has owned the whole experience BUT has always been involved with the whole team including ZT and NVIDIA team members. Nvidia is pushing the bitter edge of current technology.  To listen and understand the base and changing requirements, then communicate this to all team members in a concise and understandable form is integral to Greg's daily activity. This is a two-way street; Greg also takes problems and feedback from these ZT teams and brings these concerns back to the customer. On Oberon, this tradition has been extended to an entirely new team with NVIDIA. Both at the architectural, innovative and detailed execution, Greg has driven the engagement.

1. Collaboration: You effectively communicate openly and respect ideas and perspectives from team members who have different backgrounds than your own. You realize collaboration does not always mean consensus. You do the right thing by focusing on what is best for your internal/external customers, considering alternatives, anticipating needs, and being proactive.

Rating: 4-Highly Effective

Response: Collaboration and Teamwork are essentially the same thing.  A couple examples during this reporting period jump out and are documented here. First, Greg developed an easy-to-understand model for NVLINK. This was unsolicited and was well received. Second, Greg developed a good relationship with a new Hire, Darrin Vallis. Through education, coaching and collaboration with him, it developed into an excellent system level documentation and cable deployment tool.

1. Build Trust: Approach others with respect and strive for win-win outcomes. Commit to building long-term relationships. You deliver on your commitments.

Rating: 5

Response: Greg has demonstrated excellent communication skills both orally and in written form. He consistently communicates with team members, superiors, vendors and customers. He always maintains the highest of ethical standards.  An additional aspect of Greg's work this year is we MET the customer expectations. With the combined effort of NJ, Taiwan and our vendors, ZT has delivered the material elements to NVIDIA and installed them in their labs. Greg has been integral to this success.

**Leading People**

1. Decision Making with Risk: Leverage your experience, expertise, and utilize the information you have to make fast decisions, even if you have less than 100% of the data. You take measured risks, get things done, and inspire others to do the same.

Rating: 4-Highly Effective

Response: Greg has served as the lead architect on Ranger and Oberon for ZT.  He has been involved in all aspects of the project, from clarifying customer requirements, to reviewing/approving changes and helping to install at customer lab.   This includes the planning and re-planning of the schedule and always trying to anticipate implications, risks and complications within these plans. Over this long project, Greg attempts to keep focus on the tasks at hand and drive this mentality to the rest of the functional areas. Greg has tried to inspire the team by doing. By being in building 333 with the SE or being in Mfg. Building with Mfg. Engineer or being at customer sites to be the ears and voice of the problem-solving part of ZT. Greg has left a memorable and positive history of involvement.

1. Enable the Team: You build trust with your team. You provide clear direction and guidance when delegating and empowering the team. You lead by example with a “player-coach” approach.

Rating: 4-Highly Effective

Response: This has been a key area that Greg has demonstrated capability during this reporting period.  On Ranger, Nvidia is pushing the bitter edge of current technology. As previously stated in the review, Greg has been the focal person on the Ranger and Oberon team activity. But he is the first to say that it is “a team effort”. Greg has not only led but has gotten down to the worker level and rolled up his sleeves, a testament to the “player-coach” involvement. Another area has been acting as Darrin Vallis (a new hire in early summer 2023) buddy. Darrin has been brought up to speed far faster than the normal “six month” incubation period which is normal in ZT tradition. Darrin has substantially contributed to project developments and has been part of direct customer facing relationships well ahead of traditional schedules. As an early adopter of the Doug Huang “new employee buddy initiative”, Greg has demonstrated the successful characteristic of the initiative.

1. Hire / Develop / Manage Effectively (**MANAGERS ONLY**): As a manager, you are the decision leader in hiring, building, and retaining a high performance team. This requires applying effective screening to only hire the best talent, sharing your knowledge in guiding, and developing individuals into higher levels of performance, recognizing those that perform to that high expectation and effectively addressing those that do not perform.

Rating: 3-Achieves Expectations Response: N/A - Not a manager

**Goals/Priorities**

* List 3-5 Goals for Next year

2023 GOALS:

* Accomplish EVT of Sonora/Ranger development per the timeline and incorporate all lessons learned into the subsequent phases of Sonora, meeting customer expectations. ACCOMPLISHED
* Accomplish TS1/TS1B development phase of Sonora on time and meet customer expectation.  ACCOMPLISHED
* Assist and participate with ZT leadership in disclosing and showing this successful project to other customers that are eager to utilize this technology. ACCOMPLISHED – MSFT and Meta
* Mentor and education and on-board new employee into the ZT and Architecture group. ACCOMPLISHED – Darrin Vallis Buddy, CXL Presentation, NVLINK Thought Model

2024 GOALS:

* Tie up lose ends on Ranger and OberonGH Projects
* Provide Meaning and Critical analysis and feedback on shortcomings of Oberon GB design.
* Develop and execute Proof of Concept to remedy some Oberon based architecture.
* Participate in the planning and development of customer proposals for Oberon based projects.
* Keep a keen eye on new technologies and their intersection with ZTSystems.