

Reviewer Feedback

Name: Phillips, Olubusayo Oreoluwa

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Behaviors Observed and Impact on Results	
Feedback Name	Reviewer Comments
USB Processing Venture Support	<p>Our engagement at USB began as a firm investment with the goal to establish and develop new relationship within the payments group. As part of the new product development / strategic initiatives, the bank identified an opportunity to enter into a joint venture with a key player in the payments industry. We assisted the USB team understand the new ventures' impact to its existing processes as well as the organizational structure required to support the venture. Given the small size of the team (Ore and I) responsible for day-to-day activities at the client site, Ore stepped up to take ownership of driving key deliverables for the team. Ore drafted and maintained the process flows the team was relying upon to identify risk areas for their new operating model. A key ability of his is being able to work independently with little direction. Given that this is a local client for Ore, we discuss that it was beneficial for him to ensure that he attempted to build relationships with the team (i.e. beyond what is expected from a Senior Associate). Ore is very personable and adept at building rapport with the client team. He knows how to leverage small talk to make the client feel comfortable and truly shows interest in their personal lives. Ore took advantage of the face time and the engagement dynamics to earn the trust of the clients- he was directly approached on questions regarding our regulatory capabilities. He also was responsible for being the face of the team on a daily basis for two weeks while I was out on vacation. Ore also demonstrated that he is driven and interested in advancing his career. He volunteered to help draft SOWs, request the WBS code, and manage the MAP file. In addition, he has found this engagement to be a very good fit given his overall interest in the payments industry. He took the lead on creating a comparison of the market and its key players for the new product offering the client is launching. From a project delivery, the best assessment I can provide to the quality of Ore's work and his performance, is that as my first project working as a manager, he made my job easier because I knew I could rely on him, he understands what is expected of him and at the same time knows when to ask for help / advice.</p>
Prepaid Intellectual Capital Team Leadership	Ore played a pivotal role in the development of the firm's first POV on the prepaid card industry. Ore was given very little directive other than a rough outline and was able to flawlessly execute the necessary research, analysis, and organization of the content flawlessly. He did this managing others on the team and receiving very little oversight from his managers and directors on the project. Ore also did an outstanding job taking the initiative to manage the weekly organization and agenda of our team meetings. This was particularly helpful in keeping the team focused and on-track towards delivering our POVs.
USB PMO Projects Management and Other Support	Ore demonstrated the ability to take initiative and see beyond the tasks at hand to the end-state vision of where the projects needed to go. Ore also did an excellent job building relationships client and was seen as a trusted advisor. Ore achieved this through leading several: project status meetings, requirements meetings, developing templates for project deliverables. He also listened to the client's concerns and was able to address them in a way that made the client (and me) feel comfortable which resulted in the client seeing Ore as someone looking out for their interested and not just a person from the PMO. I was very impressed with Ore's ability to lead project meetings. He was able to get a very quite and distant client to speak up and be engaged.
ICE Billing Project	Ore worked extremely well with the ICE and NYSE staff and management. He built good relationships with Gene the ICE manager and others at NYSE. Ore managed a large amount of the work and help manage some of the resources to make sure that all of the work was completed ontime and on budget. Ore demonstrated the qualities of a manager thru the entire SOW development and the engagement.

Areas for Growth and Development	
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USB Processing Venture Support	I believe Ore performs at a very high level as a Senior Associate. The areas of development that I am highlighting are with regards to my expectations of his ability to demonstrate that he is performing at a Manager level: Oral Communication: Ore should work on making sure that he is more direct and succinct with his communication. There is a degree of personal style that applies to communication, so he needs to find a balance with which he is comfortable. I provided this feedback midway through the project and while he did work to address it, this is an area he can continue to improve. Finally, as Ore pointed out, it is important that he get some reps at planning out the work activities to be performed and ideally is able to work with junior resources that he can lead, whether it is on a client setting or on internal initiatives.
Prepaid Intellectual Capital Team Leadership	Ore is on a clear trajectory towards manager. The skills and character demonstrated on our team highlighted that he undoubtedly will make a great manager at PwC. In meantime, would like to see Ore have more opportunities developing not as much the how but more the what. would be great to see Ore take the initiative to identify specific projects and POVs the team needs for its future development. And taking that one step further, developing the specific outlines that drives his team.
USB PMO Projects Management and Other Support	As mentioned above Ore did a great job as a BA and taking on several PM activities. My comments on areas for growth are not a reflection on his performance. They are instead suggestions, in the event that Ore wants to continue down the Project / Program management path. I suggest he increase his knowledge in Project / Program management as a true discipline. Engagement management and project management have a different focus and is important to understand. A deeper dive into the project management processes and their importance / benefits will serve him well in the future. An increased knowledge in project management tools will be important if Ore continues along the PM path. MS Project for building detailed project plan. Increased knowledge in several PPM tools such as HP PPM, Clarity, and Primavera will be important as each client has their own set of tools.
	To further enhance Ore's billing skill set he should get some training on several of the top billing systems to give him better

ICE Billing Project	insight into their capabilities.
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Additional Comments By Reviewers

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Secondary Reviewer Comments	
Feedback Name	Secondary Reviewer Comments
USB Processing Venture Support	
Prepaid Intellectual Capital Team Leadership	
USB PMO Projects Management and Other Support	<p>I support the "exceeds" assessment. Ore was an excellent addition to the team, and performed very well in a PM and BA capacity. He produced high quality project deliverables that the client should be able to leverage in the future.</p> <p>In addition, Ore was proactive in advising our clients on ways to improve their program management structure and reporting. He created a solid deck to demonstrate thought leadership and influence the program manager into how she could better manage the program. This was a very useful exercise, as Ore will be expected to do more work of this nature as his career progresses.</p> <p>From a PMO perspective, one of Ore's crowning achievements was the development of a robust steering committee template. Our client (the RPS PMO) had historically struggled in providing clear, meaningful, high-quality project updates to executive stakeholders. Moreover, the client had fallen into a pattern of merely serving as a "pass-through" for information from the tech team, without adding significant updates related to operations, marketing, etc. The new template facilitated a change in mindset for our client regarding their role, gave them a way to communicate project updates in a more comprehensive and consistent manner, and helped them develop much-needed credibility with business and technology leaders at the bank. The PMO has fully rolled out and adopted this new template.</p> <p>As Ore noted, he also produced preliminary flowcharts for the new continuous definition process. This new process is very important, as it establishes how the PMO and its tech partners work together to define and deliver projects. Ore was instrumental in getting this started. Since his departure, the team has continued to fine-tune the process—and certain aspects of it are already operational.</p> <p>Overall, Ore delivered impactful results, was always ready to assist his teammates, and exhibited a positive attitude. I welcome the opportunity to work with him again in the future.</p>
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