

**2014 PwC Feedback Program
Upward Feedback Summary - ALL Feedback**

Name: Olubusayo Phillips
LOS: Advisory
Staff Class: Sr Assoc
Location: Minneapolis
Market: Advisory: Financial Services
Total number of reviewers: 6
Number of solicited reviewers*: 6
Number of unsolicited reviewers: 0

*Must have a minimum of 4 solicited reviewers to get a solicited report.

Self Assessment	Your Average Rating	Ratings of You by ALL Reviewers					**Peer Comparison	
		Rating Scale 1=Strongly Demonstrates 2=Demonstrates 3=Sometimes 4=Rarely 5=Never					Your Percentile Rank	Peer Group Average

We Invest in Relationships		THE SCALE IS.....		1	2	3	4	5		
1 .	Olubusayo Phillips helps me identify the types of skills and assignments needed to achieve my career goals.....	*	1.83	33%	50%	17%	0%	0%	18%	1.46
2 .	Olubusayo Phillips expresses appreciation for my efforts and successes.....	*	1.00	100%	0%	0%	0%	0%	100%	1.32
3 .	Olubusayo Phillips coaches me on how to develop strong relationships with clients and colleagues (e.g. how to demonstrate a business perspective, communicate with impact and empathy, and build and sustain relationships).....	*	1.33	83%	0%	17%	0%	0%	63%	1.47
We Share & Collaborate		THE SCALE IS.....		1	2	3	4	5		
4 .	Olubusayo Phillips engages in ongoing discussion around team/engagement priorities, goals and results.....	*	1.33	67%	33%	0%	0%	0%	49%	1.36
5 .	Olubusayo Phillips actively plans and coordinates with my team to implement flexibility.....	*	1.33	67%	33%	0%	0%	0%	54%	1.40
6 .	Olubusayo Phillips actively listens and engages in two-way dialogue.....	*	1.17	83%	17%	0%	0%	0%	63%	1.31
We Put Ourselves in Each Other's Shoes		THE SCALE IS.....		1	2	3	4	5		
7 .	Olubusayo Phillips actively promotes a culture of inclusion of diverse perspectives, backgrounds and experiences.....	*	1.17	83%	17%	0%	0%	0%	66%	1.29
8 .	Olubusayo Phillips treats me with respect.....	*	1.00	100%	0%	0%	0%	0%	100%	1.18
We Enhance Value		THE SCALE IS.....		1	2	3	4	5		
9 .	Olubusayo Phillips communicates clear performance expectations.....	*	1.80	20%	80%	0%	0%	0%	11%	1.44
10 .	Olubusayo Phillips provides meaningful feedback with clear, relevant examples.....	*	1.60	60%	20%	20%	0%	0%	23%	1.45
11 .	Olubusayo Phillips actively promotes behavior, and creates an environment, consistent with the Firm's Code of Conduct (e.g. recognizes situations that require "navigating the gray," speaks up and takes action when conduct is questionable or Firm policies may be compromised, encourages a safe environment for open dialogue, etc.).....	*	1.00	100%	0%	0%	0%	0%	100%	1.22

**Peer Comparison includes: For Client Service – those in your staff class in your LOS. For IFS - those in your staff class within IFS - regardless of your LOS.

* You did not provide a response to this Self Assessment item.

^ Fewer than 4 reviewers rated you on this item.

+ Fewer than 3 reviewers rated you on this item.

Upward Feedback Comments -- ALL Reviewers

STRENGTHS

Always willing to sacrifice and go the extra mile to get his work done. Always willing to educate and teach those around him who are struggling. Seeks to understand the pain points of those under him and tries to alleviate any burdens of his younger staff. Listens to what others have to say. Always adds value in his communications. Balances personal and professional life well. I would work with Ore on any engagement.

During the IFR project, Ore helped me gain a better understanding of the bankruptcy process, the necessary documentation, and the parties involved. Ore took the time to explain every detail to ensure that the associates understood what was expected from them.

One of the positive things I really appreciate about Busayo's management style is his ability to build consensus, thereby creating an inclusive work environment where everyone feels they are part of the team. In addition, Busayo consistently helps me identify the types of skills and assignments needed to achieve my career goals.

Ore, I appreciate that at the start of our project you asked us (the junior team members) about our goals/interests and how we'd like to develop them. It was helpful that you periodically checked in with us to ensure we were on track to improve our skill set. I encourage your to continue this behavior for future projects.

Ore, I had the pleasure to work with you in this past year and let me say, it was definitely a pleasure. You are very easy to get along with, smart, funny and all around a stable guy to have on our team. Anytime I would need assistance with questions or help completing a task, I always knew I could count on you to assist. You were role model for me and a great team player, and for that I am thankful.

AREAS FOR DEVELOPMENT

N/A

There is nothing I could say about Ore's work or behavior that I would want him to do differently!

2014 PwC Feedback Program
Upward Feedback Summary - SOLICITED Feedback

Name: Olubusayo Phillips
LOS: Advisory
Staff Class: Sr Assoc
Location: Minneapolis
Market: Advisory: Financial Services
Total number of solicited reviewers: 6

Self Assessment	Ratings of You by SOLICITED Reviewers					**Peer Comparison SOLICITED	
	Your Average Rating	Rating Scale 1=Strongly Demonstrates 2=Demonstrates 3=Sometimes 4=Rarely 5=Never				Your Percentile Rank	Peer Group Average

We Invest in Relationships		THE SCALE IS.....		1	2	3	4	5		
1 .	Olubusayo Phillips helps me identify the types of skills and assignments needed to achieve my career goals.....	*	1.83	33%	50%	17%	0%	0%	17%	1.42
2 .	Olubusayo Phillips expresses appreciation for my efforts and successes.....	*	1.00	100%	0%	0%	0%	0%	100%	1.28
3 .	Olubusayo Phillips coaches me on how to develop strong relationships with clients and colleagues (e.g. how to demonstrate a business perspective, communicate with impact and empathy, and build and sustain relationships).....	*	1.33	83%	0%	17%	0%	0%	61%	1.45
We Share & Collaborate		THE SCALE IS.....		1	2	3	4	5		
4 .	Olubusayo Phillips engages in ongoing discussion around team/engagement priorities, goals and results.....	*	1.33	67%	33%	0%	0%	0%	47%	1.34
5 .	Olubusayo Phillips actively plans and coordinates with my team to implement flexibility.....	*	1.33	67%	33%	0%	0%	0%	52%	1.38
6 .	Olubusayo Phillips actively listens and engages in two-way dialogue.....	*	1.17	83%	17%	0%	0%	0%	62%	1.27
We Put Ourselves in Each Other's Shoes		THE SCALE IS.....		1	2	3	4	5		
7 .	Olubusayo Phillips actively promotes a culture of inclusion of diverse perspectives, backgrounds and experiences.....	*	1.17	83%	17%	0%	0%	0%	65%	1.28
8 .	Olubusayo Phillips treats me with respect.....	*	1.00	100%	0%	0%	0%	0%	100%	1.15
We Enhance Value		THE SCALE IS.....		1	2	3	4	5		
9 .	Olubusayo Phillips communicates clear performance expectations.....	*	1.80	20%	80%	0%	0%	0%	10%	1.42
10 .	Olubusayo Phillips provides meaningful feedback with clear, relevant examples.....	*	1.60	60%	20%	20%	0%	0%	23%	1.41
11 .	Olubusayo Phillips actively promotes behavior, and creates an environment, consistent with the Firm's Code of Conduct (e.g. recognizes situations that require "navigating the gray," speaks up and takes action when conduct is questionable or Firm policies may be compromised, encourages a safe environment for open dialogue, etc.).....	*	1.00	100%	0%	0%	0%	0%	100%	1.20

****Peer Comparison includes:** For Client Service – those in your staff class in your LOS. For IFS - those in your staff class within IFS - regardless of your LOS.

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Solicited Feedback List

Note: The feedback recipient solicited feedback from the individuals below. The fact that their names are on the list does *NOT* necessarily indicate that they provided feedback.

Burke, Ryan A	Gibert, David Louis	Lyo, Eric	Coyle, Stephen Francis	Sullivan, Sara
Oyenuga, Iliasu O	Facusse Mena, Roberto Daniel			

Upward Feedback Comments -- SOLICITED Reviewers

STRENGTHS

Always willing to sacrifice and go the extra mile to get his work done. Always willing to educate and teach those around him who are struggling. Seeks to understand the pain points of those under him and tries to alleviate any burdens of his younger staff. Listens to what others have to say. Always adds value in his communications. Balances personal and professional life well. I would work with Ore on any engagement.

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AREAS FOR DEVELOPMENT

N/A

There is nothing I could say about Ore's work or behavior that I would want him to do differently!

Upward Feedback – ACTION STEPS

We Invest In Relationships

Helps me identify the types of skills and assignments needed to achieve my career goals

- At the start of a project ask team members about their interests, aspirations, past experiences, and how they'd like to develop.
- Forward details and information related to potential assignments and opportunities to your staff.
- Discuss the benefits of an international secondment and/or domestic tour of duty.

Expresses appreciation for my efforts and successes

- Look people in the eye and say, "thank you," and be specific about what they've done well.
- Formalize recognition of performance in written evaluations.
- Nominate team members for awards, as applicable.

Coaches me on how to develop strong relationships with clients and colleagues

- Emphasize the importance of being able to articulate PwC services and capabilities.
- Coach others on how to prepare and deliver impactful presentations using issue, action, and impact.
- Encourage team members to network and grow relationships

These are just some of the action steps you can take to improve your coaching/supervisory skills. You'll find additional action steps and helpful ideas in the Workbook posted on the Tools section of the Feedback Program website.

We Share and Collaborate

Engages in ongoing discussion around team/engagement priorities, goals and results

- Agree on short-term objectives as well as long-term goals.
- Explain the importance of major tasks and how they fit into the overall objective of the project.
- After an important milestone, spend time discussing results. Celebrate the team's accomplishments.

Actively plans and coordinates with my team to implement flexibility

- PLAN! Set personal and team goals and hold each other accountable to follow through on that plan.
- Engage partners and, where applicable, clients in the conversation around flexibility.
- Be open to the possibility of remote working.

Actively listens and engages in two-way dialogue

- Make sure your "open door" is really open. If you are not available when someone stops by, schedule a time to get together.
- Return phone calls and respond to e-mail messages promptly.
- Encourage and be receptive to new ideas.

We Put Ourselves in Each Other's Shoes

Actively promotes a culture of inclusion of diverse perspectives, backgrounds and experiences

- Enhance your cultural dexterity by learning about cultures and backgrounds different from your own.
- Find ways to build "familiarity, comfort and trust" (FCT) with all team members.
- Use inclusive language to welcome diverse points of view and perspectives.

Treats me with respect

- Have respect for others' time spent in meetings. Be on time. Be organized.
- Respect work style differences.
- Use encouraging words to help team members feel comfortable about expressing ideas, opinions and suggestions.

We Enhance Value

Communicates clear performance expectations

- Have and communicate a clear vision and set of expectations (such as quality and timeliness of work product) for the team.
- Discuss how the team will work together to manage meeting schedules, key milestones, and outside commitments.
- On an ongoing basis, discuss and review client expectations.

Provides meaningful feedback with clear, relevant examples

- Good feedback is continuous. There shouldn't be any surprises on written performance reviews.
- Make sure feedback is behaviorally based—not judgmental.
- Look for opportunities to provide positive feedback, and be specific about what the individual is doing well.

Actively promotes behavior, and creates an environment, consistent with the firm's Code of Conduct

- Make good on your promises and commitments.
- Respectfully and appropriately challenge behavior of others that is inconsistent with PwC's values and expectations.
- Support others in upholding ethical standards (e.g., when others express a dissenting view, identify issues, voice concerns, etc.).