**1. What can this leader do more of to be optimally effective?**

He is exceptionally strong at **bridging different languages across the firm**—from C-suite decision-makers, to sales-driven desks, to highly technical quants and IT teams. His ability to position initiatives at the right altitude has been invaluable in transforming the “data mess” into actionable, high-value opportunities.

What would make him even more effective is to **occasionally dig one level deeper into the details**—not to get lost in the weeds, but to simplify the “30,000-step mountain” into a “12-step climb.” Having a bit more familiarity with the structure of the underlying data (inputs, outputs, derivations) would sharpen his ability to challenge assumptions and strengthen his already powerful messaging with concrete anchors.

**2. What can this leader do less of or differently to be optimally effective?**

He should continue **resisting the pull into endless detail**. When dealing with execution teams who naturally default to technical language, there is sometimes a temptation to follow them into the weeds. His strength lies in filtering, abstracting, and reframing. The more he **guards his time and energy for high-level synthesis, deal-making, and opportunity creation**, the more the organization benefits.

**1. What can this leader do more of to be optimally effective?**

He consistently demonstrates **calm leadership in messy, high-stakes environments**. Managing projects across immature platforms, politically complex teams, and evolving systems is not easy, yet he keeps momentum without creating friction. His ability to translate issues from multiple angles, build relationships, and bring people together makes him an ideal fit for programs like EMR and MDSOR.

To be even more effective, he could **lean further into strategic framing**—not just keeping the ball rolling, but occasionally stepping back to spotlight the bigger picture: “Why this matters, what value we unlock, and what success looks like.” Doing this selectively would complement his strong coordination skills with even greater influence at the senior-stakeholder level.

**2. What can this leader do less of or differently to be optimally effective?**

He has a gift for diplomacy, never taking sides and never leaving anyone unhappy. While this is a strength, at times it can dilute clarity in contentious situations. He would be even more effective by **occasionally drawing firmer lines or providing sharper prioritization**—not in a confrontational way, but by crystallizing which path forward is most viable. A slightly stronger “decision edge” would amplify his ability to navigate complexity without losing his collaborative style.

### -------------------------------------------🡪 **1. What can this leader do more of to be optimally effective?**

He is strong at **positioning the team as a value creator** rather than a back-office function. His ability to frame complex issues in simple terms resonates with senior stakeholders, and his focus on initiatives that could become high-value differentiators shows vision.

To be even more effective, he could **pair that vision with an even closer connection to the “execution pain points.”** Feeling what it takes to go from prototype to production—especially with technology teams—would allow him to sharpen priorities, serve near-term clients faster, and ensure that high-impact initiatives land successfully.

**2. What can this leader do less of or differently to be optimally effective?**

He brings real energy to exploring “what’s next,” which inspires the team to think beyond day-to-day delivery. The only refinement would be to **balance exploration with anchoring near-term wins**—making sure that the immediate needs of Risk and Front Office are served while positioning the team for bigger bets.

This balance would reinforce his reputation as someone who not only envisions the next big thing, but also ensures that the team’s work consistently lands with impact in production.

### -------- 1. What can this leader do more of to be optimally effective?

He has shown he can take messy, complex situations and extract clear insights with speed and precision. His technical depth—especially in Python—combined with his work ethic and willingness to help, make him a tremendous asset. Now that he is shining in the Front Office, he could add even more impact by **broadening visibility of his skills**—sharing best practices, mentoring others, and scaling his contributions beyond individual proofs of concept.

### 2. What can this leader do less of or differently to be optimally effective?

He is already performing at a very high level. The only refinement would be to **guard against being spread too thin**. His instinct to help and dive deep is a strength, but ensuring that his energy is channeled toward the highest-value initiatives will maximize both his personal impact and the team’s success.

### 1. What can this leader do more of to be optimally effective?

He is a **true multi-lingual technologist**—comfortable in Java, Python, Mars, SQL, and IT support. His ability to flex between production support, debugging, and advanced development makes him the “joker card” of the team. His strong work ethic and willingness to help allow him to handle both complex and routine BAU tasks that others may shy away from.

To be even more effective, he could focus on **sharpening his speed in extracting insights from data.** As he continues mastering domains, pairing his technical range with faster analytical depth will elevate his impact.

### 2. What can this leader do less of or differently to be optimally effective?

As soon as he masters an area, Yong takes real ownership, which is a strength. The only adjustment would be to **avoid being pulled in too many directions at once.** By concentrating his efforts on fewer, higher-value priorities, he can amplify his contributions without diluting his unique versatility.

**What can he do more of?**  
Linfeng is crazy smart. He can take something super messy and make sense of it fast. His Python skills are next level, and he works hard without ever hesitating to help. Now that he’s in the Front Office, he’s really showing what he can do. If he shared more of his tricks with the team—like teaching others how he thinks through problems—it would make everyone better.

**What can he do differently?**  
He’s already great at building things himself. The next step is letting others jump in while he guides them. That way, it’s not just his success—it’s the whole team leveling up because of him.

**What can he do more of?**  
Yong is like a Swiss army knife—he can code in Java, Python, Mars, SQL, and even jump into IT support. He’s the guy you can throw into production issues or debugging, and he’ll figure it out. To step it up even more, he could get faster at pulling insights out of data—once he nails that, he’ll be unstoppable.

**What can he do differently?**  
He’s amazing at mastering new stuff and then owning it. If he started sharing his way of solving problems so the rest of us can copy his playbook, it would make the whole team stronger.

Do you want me to **rewrite all the others (boss’s boss, project manager, direct manager)** in the same casual “high school style,” so all feedback matches one voice?

### **Manager**

**What can he do more of?**  
He’s really good at talking big-picture and making complex stuff sound simple, especially with senior people. He also pushes the team to work on ideas that could turn into really valuable wins, which helps us look like more than just a middle-office team. To make it even better, if he could get a little closer to the day-to-day challenges—feeling what it actually takes to move something from a test to real production—it would make those big ideas land even stronger.

**What can he do differently?**  
He’s great at chasing new opportunities and positioning the team as valuable. The only tweak would be making sure near-term needs (like Risk and Front Office asks) stay covered while also aiming for those bigger plays. That balance would show we can deliver now and think ahead.