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Here is all the requested content:

Sharath B Somashekariah Performance Feedback Dossier

1. 2014-2015 Review Feedback (India)

Manager Feedback (Overall Performance Summary)

Sharath has been able to create his niche in the process through his immense hard work and active involvement in multiple projects spanning across teams¹. He has helped drive more ownership and streamline the ISS/CS processes through CTI on-boarding and standardization². From creating the Auto reporter tool, simplification of the pending reasons for tickets, creating the UK Retail Dashboard, helping the program team on AIR, creating the SOP for Disposition of un-receivable inventory, quicklink creation for FR FCs, Barcode Reconciliation project, reduction of Vendor Dependency in Hardlines to Non FC CTI standardization, his contribution to the process is immense³. He has also been actively involved in driving the quality culture in ISS and training/mentoring his team members⁴. Sharath arranged for a session on basic BI Analytics⁵. He helped train 49 associates in the first two sessions⁶. Sharath is also working on creating an internal training framework for ISS for 2015⁷. He also mentored Amjed, Zoheb (Operational Intern) on ISS during his internship⁸. Sharath also trained the Six Sigma consultants in the process⁹. Sharath helped them in making the initial analysis such as Pareto and SIPOC to identify the top defect areas¹⁰. He also helped them in identifying the top Root causes¹¹. His feedback from across the board has been very positive¹². Sharath as an SME has been able to successfully exceed all his targets pertaining to Productivity and process improvement, Quality, Compliance and Escalations¹³. Overall Sharath had an outstanding year 2014¹⁴.

Manager Feedback (Strengths)

- **Deliver Results:** Sharath worked on the Barcode reconciliation project for UK vendors and completed the project on time¹⁵. A total of 23 vendors were approached as a part of this project and 2627 ASINs were cleaned up¹⁶. A further 5K ASINs were cleaned up for other discrepancies¹⁷. Sharath developed new quick links for ISS tickets and new SOPs for FCs to better handle Barcode problems¹⁸. Sharath also handled the whole CS process change whereby new CTIs were created and RBS took the ownership of CS tickets¹⁹.

- Dive Deep:** Sharath was the POC for the defect type standardization project for EU3²⁰. He dived deep into the defect types for ISS and reviewed them meticulously²¹. He added 3 new defect types that were specific to EU market place²². Additionally, Sharath is working on a solution to eliminate BLMA issue and has delved deep into the database to find out potential BLMA issues²³. While finalizing ISS resolution process flows (post AIR) across UK, DE & FR MPs, Sharath showed significant deep-dive skills and validated all his review comments/process improvement suggestions with data²⁴. He displayed ownership qualities in marking himself as the POC for finalizing the process flows across UK, DE & FR Marketplaces as a result of which a thorough process design was prepared and finalized across all EU Marketplaces²⁵.
- Ownership:** Sharath is a part of the ISS QA team and assisted the program team for the audit of defect types selected by the associates in EU3²⁶. He took ownership of this activity and has run the same till week 52 diligently²⁷. His efforts were important for the WW goal of 80% accuracy²⁸. As of week 50, the WW accuracy stands at 81%²⁹. Sharath owned the creation of the Retail Dashboard for UK from May through to August ensuring that the highest standard of reporting was available to Retail for ISS, CS, Andon and Yuma³⁰. Before implementation RO&I had no standardized way of reporting to Retail the WoW values for these metrics: enabling SOP gaps, un-actioned tickets and areas for dive deep to be highlighted³¹. Through a series of queries, macros and excel formulas Sharath ensured both RBS and RO&I could action on these³². Sharath has been ever present on calls involving Retail, RO&I and Operational Excellence teams³³. He has used his superb analytical skills to provide input where necessary³⁴. He has also challenged Retail assumptions: more often than not rightfully which is a highly valued attribute³⁵. In Q1 2014, Sharath reached out to the Chennai node in an effort to replicate the reduction of Barcode related ISS issues³⁶. His approach to proactively reach out to the vendors for obtaining external identifiers attached to ASINs which were due to be received in the immediate future and cross verification of the Barcodes linked on the Amazon systems was unthought-of³⁷. Though the initial reservations of replication were on the effort that would be required to manually audit the catalog for discrepancy, implementation of this initiative in the UK process had shown an estimated reduction of ~\$2000 ISS tickets which is a considerable reduction of the inflow³⁸. This not only helped in reduction of ISS tickets but also ensured hassle free receive of units with no wait involved in the process as the barcode discrepancies were taken care off prior to arrival of units³⁹. PSS team faced trouble in customizing queries for ASIN creation in different marketplaces and scheduling the queries to receive weekly data⁴⁰. Sharath

went beyond his regular work and resolved the issues in the queries⁴¹. He also helped to schedule the queries which enabled weekly update of ASIN creation⁴².

- **Bias for Action:** Sharath partnered with the Chennai team for data extraction of Deprecation request raised for one year for North America OU⁴³. It was a very urgent request and he accommodated this by understanding the need of the urgency⁴⁴. The process was multi step, complex and Sharath was very patient to explain the whole process of extraction and segregation of the data to the concerned team⁴⁵. While finalizing re-routing of non-FC filed ISS tickets, Sharath showed significant bias for action by proactively performing a volume analysis of the ISS volume and suggesting alternative routing logic for the non-FC filed ISS cases⁴⁶. The analysis and suggestions provided by Sharath formed the basis for the re-routing logic that is finalized by NA/EU region⁴⁷.

Manager Feedback (Areas for Improvement)

- Have Backbone; Disagree & Commit and Earn trust of others: Sharath has shown a tendency to overcommit without being realistic about the timelines during the course of last year⁴⁸. This did result in him staying back till late hours to complete the deliverables on time and a few minor misses⁴⁹. It is important to set the right expectations at the very beginning itself as he assumes higher responsibilities⁵⁰. It has also been observed on occasions that when faced with a situation or an outcome which is not as per his expectations, he can let his emotions overpower him which reflects in his communication⁵¹. He needs to think from a broader prospective when faced with such situations and be careful with his communication as we are on stage all the time⁵². This especially assumes more importance as he assumes higher responsibilities this year⁵³. He has already been given a feedback on this and we have seen a positive needle movement⁵⁴.

2. 2015-2016 Review Feedback (India)

Manager Feedback (Overall Performance Summary)

During 2015, Sharath was part of DR prior to his promotion as Business Analyst in C-Ops team⁵⁵. In his role as L4-IC, he has successfully delivered high impact projects that has been listed in the employee summary⁵⁶. One of Sharath's key strengths is that he constantly looks for refinement in processes and pursues a lean oriented approach and this reflects in the HC savings for the projects he completed in DR team⁵⁷. He spends time to understand any process in totality, proactively seeks information around upstream and downstream impact⁵⁸. He reaches out to various teams to source information and as a

result when he comes up with a solution or recommendation, he ensures that a well rounded approach has been taken⁵⁹. This has definitely contributed to the successful completion of all projects in DR⁶⁰. Post the movement in to the new role as BA for Compliance Operations, he was assigned with the challenge to develop and streamline operational metrics for all compliance teams⁶¹. C-Ops being a growing org had its own process specific dynamics and challenges but Sharath has been able to adapt to demanding changes in the wake of process changes and dynamic needs during backlog situations in teams⁶². He is very quick to learn and understand business requirements and deliver effectively⁶³. He has supported multiple iterations and changes within short notice and this is a noteworthy contribution⁶⁴. With every report he has always in parallel identified opportunities to automate them to simplify future extraction of data from predefined queries⁶⁵. This ensured that only minimal corrections or changes were required once the report is generated⁶⁶. Today, Sharath owns metrics compilation and publishing reports for C-Ops worldwide⁶⁷. In addition to developing and publishing metrics, Sharath has also supported teams in developing macros to support process improvement initiatives⁶⁸. He voluntarily set up educational sessions for anyone to approach him for support around advanced excel / share-point / tech queries⁶⁹. Sharath has to ensure that he closes metrics development for all programs in C-Ops and standardize this⁷⁰.

Manager Feedback (Strengths)

As detailed in the summary section, Sharath has been able to leverage his strengths to deliver against changing operational requirements for C-Ops and provide solutions⁷¹. He has made a good start and I would want to see him streamline metrics and make the process auto pilot to the maximum extent⁷². Based on my observations and examples called in the summary, I definitely believe that Sharath is strong on **Deep Dive, Bias for action and Invent and simplify**⁷³.

Manager Feedback (Areas for Improvement)

- **Focus areas for Sharath would be:- Deliver Results & Earn Trust** - He needs to ensure that he does not take on more than he can deliver⁷⁴. He tends accept multiple requirements across the C-Ops team and then extends additional hours to complete them and few deliverables miss agreed deadlines as a result⁷⁵. This impacts the earn trust factor when expectations are not met⁷⁶. He needs to work on a better structure and channel all work requests with agreed ETA's and prioritize them accordingly to ensure he meets the requirement and is able to meet delivery timelines⁷⁷. **Insist on High Standards:-** In addition to issues with timelines, there have been instances when accuracy of the output / report has been compromised leading to few iterative changes⁷⁸. This is something that Sharath needs to address

immediately⁷⁹. In order to supplement his strengths and to bring more value in his role he needs to make a changed approach as outlined above and work on effective communication that is both assertive and emphatic so that it sets right expectations from the team he works with and supports in his role as BA⁸⁰.

3. 2017-2018 Review Feedback (US)

Manager Feedback

Topic	Feedback Text
Strengths	Sharath's ability to identify business problems to solve , helping prioritize them by demonstrating their value to business, build data pipelines to provide an end-to-end solution to business is truly impressive ⁸¹ . He has shown a remarkable ability to dive deep and stay connected to details while also being able to take a 10000 ft overview and identify the org's need from a process perspective ⁸² .
Growth Ideas	Sometimes Sharath has a way of getting frustrated when things are not going his way ⁸³ . We need him to be patient and fight through the bad stretches while doing his part to improve them ⁸⁴ . Other area of growth is in the analytics space ⁸⁵ . I want to see him build at least 1/2 end-to-end analytical solutions involving some component of ML/forecasting/scheduling this year ⁸⁶ .

Peer Feedback

Topic	Feedback Text
Strengths	* Customer obsession and deliver results: Sharath helped us created new tables to accommodate our team growth, such as new tables to allow multiple DCCs, new tables with added columns (warning_action etc), and new tables to support continuous classification effort ⁸⁷ .

- **Hire and develop the best:** Sharath shares the jobs and related information with us, and answer questions whenever we have one⁸⁸⁸⁸⁸⁸⁸⁸.

- Helps in problem solving. **Ownership, invent and simplify**⁸⁹.
- In my limited interaction, I have observed that **technical knowledge** is one of Sharath's key strengths⁹⁰. He also understands the problems (wrt C-Ops) and you can look forward to his inputs on getting solutions with respect to his domain⁹¹.
- Sharath always delivered **accurate results**⁹². Whenever had a question about data Sharath always had time to answer⁹³. He shared his knowledge and always provoke to **think big** and look wider⁹⁴. In case of any discrepancies he delivered proper results and encourage me to act and seek the solution to get similar results⁹⁵.
- Sharath has a great **database expertise** combined with a deep knowledge of the Amazonian processes⁹⁶. This enables him to easily understand the impact of an analytical improvement and recommend approaches with the best results on long term⁹⁷.
- Sharath has always been a **source of information** since I have joined the team⁹⁸. He has information about the data flow in RP and is always available to give you more insight on the availability or not of the data⁹⁹. He makes sure to keep you updated on your projects with meetings or by updating the wiki¹⁰⁰.
- Sharath has the power of **teamwork**¹⁰¹. Sharath was a blast to work with on Redshift tasks, his ability to brainstorm and **think outside the box** led to solving problems that went on for months¹⁰². He has wonderful attitude and makes you feel welcome¹⁰³.
- Sharath has very good **people skills**¹⁰⁴. He has a very good **bias for action** and he makes sure the requirements are crystal clear before executing his projects¹⁰⁵. He also exhibits a very good **ownership**¹⁰⁶.
- Sharath is an amazing partner that can **dive deep**, get to the root of a problem and bring it back high-level to move the needle forward¹⁰⁷. He represents him and his team very well and has a **very positive outlook**¹⁰⁸. He has a strong sense of accomplishment to **achieve results** and also knows when to **push back**¹⁰⁹.
- Sharath is a confident and effective team player¹¹⁰. He ensures his team makes right decisions and provided critical input(s)/feedback¹¹¹. He is well updated with the on-goings in the organization and actively shares his valuable knowledge within the team¹¹². He has good **negotiation skills** that help resolve conflicts within the team, and also solve problems for the best interest of everyone¹¹³.

- Sharath is able to quickly digest new information and **deliver mechanisms** that allow for the program to pull metrics and reports¹¹⁴. He has a wealth of knowledge of existing tools that he leverages to **automate manual processes**¹¹⁵.
- Sharath is an extremely willing and helpful partner and is very data-savvy¹¹⁶. I can always **trust** him to help solve a data problem with urgency¹¹⁷. He is **customer focused** and understands the impact of his work to our team¹¹⁸. Sharath is a problem solver and takes on challenges enthusiastically¹¹⁹. He is a collaborative partner and great to work with¹²⁰.
- Sharath is **quick to act** and **deliver results** as quickly as possible for his customers¹²¹. He's responsive and receptive to new requirements and directional changes on projects while also voicing his concerns¹²². Sharath balances his bias for action with patience when project churn occurs¹²³. Alignment is always reached when working with Sharath on projects¹²⁴.
- Sharath is terrific at understanding business processes and building data models and processes that support them¹²⁵. He is also great at helping coordinate across global teams¹²⁶. He has **terrific ownership** which earned him the right to manage two major pieces of HS3C businesses (RPC and COPS)¹²⁷. Both of these groups will appreciate the value he brings to the table¹²⁸.
- LEADERSHIP_PRINCIPLES_BEYOND_THOSE_LISTED_BELOW:_DELIVER_RESULTS,_EARN_TRUST,_INVENT_AND_SIMPLIFY¹²⁹.
- Sharath provides **detailed explanations** to help users understand business and technical questions¹³⁰. He is able to quickly direct me to the right data source and logic and shares his knowledge very generously whenever I have a question or need feedback¹³¹.
- Sharath's super power is putting data into context and extracting the information¹³². Sharath is diligent, detail oriented and takes **data driven decisions**¹³³. He has a great **ownership** and **customer obsession** where he understands the business and how he can add value to it¹³⁴. He is very transparent and gives **visibility** to his stakeholders¹³⁵.
- Sharath_has_a_strong_knowledge_in_data_and_tables¹³⁶. He has been able to utilize his knowledge to build classification tables that allowed two different business teams to launch in_2017¹³⁷. He has collaborated with the SEC team and business teams to ensure the tables he creates and the data feeds allow the business teams to have a binary decision as to what can be enabled vs. what cannot¹³⁸.

- Very easy to work with, **attention to detail** and ability to **multi task** to resolve complex issues¹³⁹.

Topic	Feedback Text
Growth Ideas	<p>* 1. Sharath's get into too much of detail and sometimes loses focus¹⁴⁰. He is unable to keep the end goal in front of him and can get digressed¹⁴¹.</p> <p>2. May be it is too early I feel sometimes he loses interest in the project mid way and can lose his focus¹⁴². He has great skills and can help business significantly¹⁴³.</p>

- **Dive deep and insist on the highest standard:** Sharath needs to spend more time on diving deep into the table logics and ensure the jobs run properly¹⁴⁴. Given the current team bandwidth and the issues of SC BQS data it could be challenging¹⁴⁵. However, the data availability and quality have huge business impact¹⁴⁶.
- Growth ideas i would suggest for Sharath are **Think Big and Customer Obsession**¹⁴⁷. Since he is one of the key point of contact for data from HS3C I think mastering more these two principal will make him more successful and achieve great goals¹⁴⁸.
- I would like Sharath to **empower more his peers**¹⁴⁹. This way he will not only share from his vast knowledge, but also find resources to allocate a part of his responsibilities and have the opportunity to focus more on planing and decisions, rather than actions¹⁵⁰.
- Sharath can **miss details** and can sometimes "**jump the gun**"¹⁵¹. He has accidentally dropped a required column and broken a couple tables in his attempts to get things done quickly¹⁵². Although he always fixes the problem, these have caused minor disruptions due to a slight **lack of attention to detail**¹⁵³. **Focus** is an area where he could use some focus¹⁵⁴.
- Sharath can work on **earning trust** of his customers on critical projects that impact business continuity¹⁵⁵. An opportunity to submit feedback / input into the strategy prior to execution would ease concerns that requirements are being met¹⁵⁶. Without this opportunity, his **bias for action can negatively impact customers** by implementing changes that aren't aligned to their needs¹⁵⁷.
- Sharath could improve on **thinking one-step ahead** of what the team may request and provide **long-term solutions** that would potentially prevent the number of data

issues we are experiencing¹⁵⁸. Example would be to suggest having an alarm in place so we know when something may potentially be wrong with the data tables¹⁵⁹.

- Sharath should continue to work on **quality checking his work**¹⁶⁰. I continue to find **data quality issues** with tables that he builds even though they are production ready¹⁶¹. It is better to **slow down and double check** than to move too fast¹⁶².
- Sharath tends to get a little down if things don't appear going his way¹⁶³. I would strongly encourage him to **stay positive** and try to influence things his way¹⁶⁴.
- Sharath worked on multiple projects and tasks¹⁶⁵. This impacted his ability to deliver one task in time¹⁶⁶. Better **time management and ownership** of tasks can impact the timeline for delivering results¹⁶⁷.
- Since Sharath has a lot knowledge in this area and also has a high workload, I would suggest that he can have **more conversations** to share more about his suggestions, questions and concerns to make sure he can have needed support on projects¹⁶⁸.
- Sometimes Sharath gives away the best of him to the **workplace distractions** that shows he is inconsistent in delivering results to his customers (in reality that's not the case)¹⁶⁹. He is very smart and talented and learning to **strike a balance** will prove to be of great use for his career growth¹⁷⁰. |

4. 2018-2019 Review Feedback (US)

Manager Feedback

Topic	Feedback Text
Strengths	Sharath's biggest superpower is his resourcefulness and ability to tap into that knowledge base to deliver solutions and ideas ¹⁷¹ . Consistently, his peers have called out his ability to remain calm, think through the problem and deliver on the customer ask as his strongest trait ¹⁷² . I will also add that Sharath works best when he has full ownership of the project ¹⁷³ .
Growth Ideas	Based on feedback from team mates, I'd like Sharath to build more mechanisms to ensure his work is of the highest quality ¹⁷⁴ . While Sharath is good at his specific project, an area that i want him to build

Topic	Feedback Text
	is a really deep understanding of the information in our database ¹⁷⁵ . Learning about products and metrics will make him an indispensable partner ¹⁷⁶ .

Peer Feedback

Topic	Feedback Text
Strengths	* He works hard to earn the trust of his peers and continuously sends through iterations on work he has promised to deliver on ¹⁷⁷ .

- He takes the time to **understand the business use case** of tasks that are asked of him so that he can provide data in the most meaningful way¹⁷⁸.
- I can always **rely on Sharath**¹⁷⁹. He dives into requests, investigates, asks thoughtful questions and quickly resolves issues¹⁸⁰. I appreciate his **curiosity, ability to explain technical terms, and eagerness to share learnings**¹⁸¹.
- Sharath embodies **learn and be curious** as he tries to understand both the technical and business intent behind our development¹⁸². He's **creative** and has strong ability to turn around small tasks quickly¹⁸³.
- Sharath is able to quickly **earn trust** and develop mutually inspiring collaboration with Finance partners¹⁸⁴.
- In HeadCT project, he has been taking **great initiatives** and is an significant contributor¹⁸⁵.
- Three impressive things: 1) He is able to **persuade difficult counter-parties to collaborate**; 2) He delivers what he promises sparing no efforts; 3) **Technology is simple and powerful in his hands**¹⁸⁶.
- Sharath is particularly good in identifying opportunities to **simplify things**¹⁸⁷. He does this by not only looking into the short term goals but also long term implications¹⁸⁸.
- Sharath is very **calm and patient** at work¹⁸⁹. I can **trust** him to get the job done¹⁹⁰.

- Sharath's ability to **remain calm in a high stress environment**¹⁹¹. Sharath is able to **synthesize complex asks and deliver** what's asked of him¹⁹². An example of this was when we worked together on the SDP project when under an intense time pressure he was able to create the queries and views needed to for the WBR deck¹⁹³.
- Sharath's super power is his ability to **dive into any technical issue and provide a solution!!**¹⁹⁴. He is the **go to person** for any difficult technical issues I face while working and is always willing to help!¹⁹⁵.
- Sharath's super power is his **customer obsession**¹⁹⁶. I worked on expected incremental project with Sharath where he actively reached out and asked for user feedback, then work backwards to improve the result¹⁹⁷. I am impressed at his **commitment to deliver result that is valuable for the customer**¹⁹⁸.
- Sharath's super power lies in his ability and willingness to **coath tools such as Tableau and QuickSight**¹⁹⁹.
- What differentiates a good BI person from a great BI person is their ability to step back and **understand the data and the business implications**²⁰⁰. He is one who is about more than just pulling data and has a knack of picking up the **business intricacies fast** to contribute more than just his technical skills²⁰¹.

Topic	Feedback Text
Growth Ideas	* Being more proactive, vocalizing his confusion at an earlier stage and setting clear demands/needs from him business partners to best help him accomplish what he needs to be more useful ²⁰² .

- **Taking ownership and following up** with business partners to see if tools/data is tying correctly²⁰³.
- Have worked with him for a short period of time thus lacking sufficient data points to provide meaningful growth areas as of today²⁰⁴.
- I would encourage Sharath to start **developing relationships with the business teams, gaining more business knowledge** and work on supporting certain business areas independently²⁰⁵. Improvement in this area will help him become an all rounded BIE²⁰⁶.

- I'd like to see Sharath **learn more about the products that he supports**²⁰⁷. A good way to do that would be by attending the SDP WBR meetings and ask questions or asking to be included in product related meetings²⁰⁸.
- Occasionally, **speed comes at the cost of quality**²⁰⁹. Sharath can **reduce re-work by double-checking results** or comparing output against requirements²¹⁰.
- He on boarded quickly and has already worked on a variety of projects in Advertising²¹¹. He can **develop depth by taking ownership of a specific area** within the BI team, or seeing through a long-term project, from beginning to inception²¹².
- Sharath can grow further on **bias for action**²¹³. With Sharath's excellent knowledge, I am certain that he will make a bigger impact on the team if he **take more initiative** and work on more team-wide projects²¹⁴.
- Sharath can improve on **pushing back, holding people accountable** for what was promised and **insisting on higher standards**²¹⁵.
- Sharath could work on **paying attention to details** and challenging himself to **take up additional responsibilities**²¹⁶.
- Sharath has the ability to do more as our BI resource²¹⁷. If he could get more involved in projects and deliver results, this would improve his influence and contribution²¹⁸.
- Sharath needs to improve on his ability to **dive deep and deliver results**²¹⁹. While small tasks are no problem, he has difficulty in delivering on larger projects²²⁰. He should seek to build a '**stakeholder community**' with whom he can collaborate, validate and maintain **frequent communication/status updates**²²¹. This would improve the quality of his delivery²²².
- This is essentially not a growth idea for an individual, instead it is a challenge for the majority of Amazonians²²³. Confronting multiple attractive projects in parallel, it is really hard to prioritize and sometimes we all try to balance and make trade-off²²⁴. We should all work on "**ruthlessly prioritizing**" in our day-to-day work²²⁵. |

5. 2019-2020 Review Feedback (US)

Manager Feedback

Topic	Feedback Text
Strengths	Sharath's superpowers are his resourcefulness, his vast knowledge of all that Amazon has to offer and his ability to find a solution to any problem ²²⁶ . His breadth of work across HeadCT, Refund Project, SDP are a testament to the diverse skills that he possess ²²⁷ . In addition, I really appreciate Sharath building the skillset of the finance community by conducting training sessions on SQL, Dashboards and our infrastructure ²²⁸ .
Growth Ideas	I think Sharath can solve world hunger if he applies his mind to it ²²⁹ . I would like Sharath to Think Big in a proactive way and create a plan to solve those problems ²³⁰ . Knowing his career aspirations, he needs to identify big problems and tackle them head-on without being asked for it ²³¹ . That will pave the path for him to be a Director ²³² .

Peer Feedback

Topic	Feedback Text
Strengths	* 1. Very collaborative and is ready to share knowledge and help ²³³ . 2. Displays a learning spirit ²³⁴ . 3. Never hesitant to take ownership in a shared project ²³⁵ .

- Always trying to **learn something new and be curious** about the problems²³⁶.
- **Data and results**²³⁷. Sharath is incredibly talented with the data the finance team uses and understanding how the tables work²³⁸. He also very good at **delivering results** based on the finance team's requests²³⁹.
- He has the **go-getter attitude** of getting things done²⁴⁰. Additionally he always goes over and above to **dive deeper** to ensure the work we are doing makes sense with a **business lens in mind** (end to end focus)²⁴¹.
- One of the super powers that Sharath exhibits is his ability to **develop and coach his peers**²⁴². Instead of providing just a solution, Sharath enables others to picture what is happening through a series of examples and comparisons²⁴³. Ultimately, this

allows others to be more **independent and knowledgeable** when dealing with data sets²⁴⁴.

- Sharath has an amazing ability to work with a **smile and a calm demeanor** while stress and high pressure is around him²⁴⁵. It is a pleasure working with him for this reason along with his ability to **build tools and SQL** for his customers²⁴⁶.
- Sharath has been my **go to person** when it comes to any kind of data requests or understanding the finer nuances of the agency/advertising data²⁴⁷. He is very **knowledgeable, has high sense of ownership and has earned trust** through his deliverables and deep dives²⁴⁸.
- Sharath's super power is that he has **never been constrained by technical limitation** and he is always able to **innovate further and further** (several steps further than the offering from other BIE)²⁴⁹. He is also working well with other finance stakeholders and is considered "central FP&A" as he has been very proactively solving HeadCT issues²⁵⁰.
- Sharath's superpower is his ability to always **lend a hand and go beyond his duties**²⁵¹. He is a great colleague that will always help in any task and his **calm demeanor and empathy** works to **earn trust** with everyone²⁵².
- Sharath's superpower is his ability to **deliver results, no matter how difficult the task is or how little time he has** to put things together²⁵³. Even when there is little to no data available, Sharath is able to 'hack' his way into a workable solution and **unlock his business partners** to make a decision and proceed forward²⁵⁴.

Topic	Feedback Text
Growth Ideas	* A potential growth area for Sharath is on insisting highest standards ²⁵⁵ . With the amount of downstream impact that his job has, it would be highly beneficial to everyone if the finished job is more thoroughly checked for accuracy ²⁵⁶ .

- An area of growth for Sharath is focusing on **what the data means and how it's being used**²⁵⁷. This will help his the great reports, tools and SQL be even more powerful²⁵⁸.
- As Sharath grow his technical skills and business acumen, I would suggest Sharath learn to be **more persistent in spite of challenges or setback, and be more open to constructive feedback**²⁵⁹.

- Data powers most decisions at Amazon, however it is very important to be able to **communicate complex large sets of data in a simple manner**²⁶⁰. He should focus on working towards **communicating to different level of stakeholders with different level of details** (adjust communication and messaging based on audience)²⁶¹.
- He should continue to leverage his skills wrt developing **scalable solutions/dashboards**²⁶². These will help drive a lot of direct impact through his work²⁶³. I would also recommend that he should get involved with **hiring** if he is not involved in that so far²⁶⁴.
- I would encourage Sharath to develop a **personal organization structure** which would allow him to **keep track of deliverables and proactively drive them forward**²⁶⁵. During peak periods where bandwidth is low, I've noticed him sometimes **forget about a commitment or deadline** which caused me to follow up with a reminder, and caused him to rush through the project²⁶⁶.
- **Insist on the highest standards** and always challenge for higher standards²⁶⁷.
- Need to understand and strengthen **domain related knowledge**²⁶⁸. For instance, understanding how the data is used by the end users will be helpful in coming up with better ways to present it²⁶⁹.
- Sharath has taken ownership of the HC dashboard and also supported any issue sin the URR as well as helping with any queries or reports²⁷⁰. My challenge to him for 2020 would be to **learn more about the URR and tables associated with it**²⁷¹. He can be a great asset if his scope increases²⁷².
- Sharath's greatest strength is also his greatest growth opportunity²⁷³. Again, he is very good with all of the data, but sometimes he assumes that everyone else around him understands the data like he does²⁷⁴. It is a great opportunity to **teach people about SQL or help them better understand everything he knows**²⁷⁵. |