I can't create or send a physical document file like a .doc or a .pdf. However, I can combine all the raw feedback, including who provided it (Manager or Peer), into **a single, consolidated text block** that you can easily copy and paste into a document on your end.

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 where 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 $\sim$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 impressive81. 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 perspective82. |
| **Growth Ideas** | Sometimes Sharath has a way of getting frustrated when things are not going his way83. We need him to be patient and fight through the bad stretches while doing his part to improve them84. 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 year86. |

**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 effort87. |

* **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 deliverd proper results and encourage me to act and seek the solution to get similar reults95.
* 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 you 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 a 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** | \* 1. Sharath's get into too much of detail and sometimes **loses focus**140. He is unable to keep the end goal in front of him and can get digressed141. 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. |

* **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 abbility to deliver one task in time166. Better **time managment 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 ideas171. Consistently, his peers have called out his ability to remain **calm, think through the problem and deliver on the customer ask** as his strongest trait172. I will also add that Sharath works best when he has **full ownership** of the project173. |
| **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 is a **really deep understanding of the information in our database**175. Learning about **products and metrics** will make him an indispensable partner176. |

**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 on177. |

* 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 ablility and willingness to **coath tools such as Tableau and QuickSight**199.
* What differentiates a good Bl 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 useful202. |

* **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 lucking 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 deliever 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 possess227. In addition, I really appreciate Sharath **building the skillset of the finance community** by conducting training sessions on SQL, Dashboards and our infrastructure228. |
| **Growth Ideas** | I think Sharath can solve world hunger if he applies his mind to it229. I would like Sharath to **Think Big in a proactive way** and create a plan to solve those problems230. 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 Director232. |

**Peer Feedback**

| **Topic** | **Feedback Text** |
| --- | --- |
| **Strengths** | \* 1. Very **collaborative** and is ready to share knowledge and help233. 2. Displays a **learning spirit**234. 3. Never hesitant to take **ownership** in a shared project235. |

* 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. |