2024 – Year-End Performance Feedback – Narin Anderson
Performance Rating: **Improvement Required**

Manager Comments:
Entering 2024, Narin was assigned to support the Ranger 035 PDP project for the year in addition to supporting the Cryoablation NPD program in Q1/Q2 and the Localized Thermal Protection Exploratory project in the second half of the year. As Q1 ended, the Cryoablation project was cancelled, allowing Narin opportunity to solely focus on Ranger 035 for NPD and lead the exploratory project, which is his passion.

Throughout the year, Narin made some valuable contributions to the organization, particularly in the exploratory domain, showcasing the PI NPD Pkg department to upper management with creative initiatives. His innovative solutions such as the multilayered phase change material for localized thermal protection exploratory for temperature sensitive devices and Chatbot Artificial Intelligence (AI) ideation, were instrumental in achieving initial exploratory packaging R&D goals and resulted in multiple successful intellectual property patent disclosure filings for:

- Localized Thermal Protection
- Providing Interactive Instructions for Medical Apparatus

Narin's passion for exploratory work was evident in his phenomenal presentations and discussions on the Localized Thermal Protection concept and packaging technology advancement to the PI divisional leadership. This effort gained PI divisional leadership support to continue exploratory efforts into 2025.

Additionally, when the Ranger 035 project faced a manufacturing challenge with difficulties loading the device strain relief into the carrier tube, Narin pushed the team to work with the carrier tube vendor to incorporate a "flare" design, effectively reducing the forces required for product builders to insert the device into the carrier tube.

As the year progressed, the Ranger 035 packaging workstream began struggling to meet deadlines, impacting project timelines and team productivity, which led to increased scrutiny and pressure from upper management. When the project schedule began to be expedited and compressed by the business mid-year (end of Q2), peer performance feedback expressed frustration and concern that the packaging workstream deliverables and status were not clearly understood or available for team review in the project teams shared folders, indicating workstream planning and execution was not being performed to a level necessary to successfully satisfy the project schedule. Consequently, Narin's performance came under scrutiny, revealing deficiencies not typically expected of a Principal Engineer, necessitating management involvement in workstream deliverables and meetings to understand the issues. Additional resources were needed, and management had to increase involvement to track progress and assist in restoring faith in Packaging's ability to deliver. A typical PDP project with minimal packaging design development like Ranger 035 is assigned 0.5FTE allocation, so given that Narin was already 0.5FTE and additional help was required highlighted the need for Narin's coaching and management involvement which raised concerns.

Feedback from peers, team members, and managers identified both strengths and areas for improvement. They appreciated Narin's strengths in innovative ideas and hard work, but noted that attention to detail, responsiveness, clarity in communication, and adherence to deadlines needs improvement. Additionally, strong ownership of packaging decisions, knowledge of PDP process, and feeling empowered to push back as a Principal Engineer on cross-functional PDP teams are areas needing to be addressed as he works towards increasing his functional expertise.

Areas of strengths:

- **Creativity and Innovation**: Narin showcases the PI NPD PKG department to upper management with his creative and out-of-the-box initiatives. His innovative solutions, such as the multilayered phase change material, have resulted in successful patent approvals and tangible outcomes that benefit the entire

packaging department. Narin does not stop trying and often comes up with alternative solutions when initial concepts do not come to fruition.

- **Hard Work and Dedication**: When Narin's project objectives were in jeopardy of missing deadlines or causing delays as a result of self-inflicted consequence, Narin took accountability and ownership of the workstream mishaps. This highlighted that when motivated and engaged, Narin is hardworking and willing to work nights, weekends, and holidays to resolve issues. His commitment to his work is evident in his willingness to put in extra effort to achieve project objectives.

Opportunities for improvement:

- **Initial Concept Development**: During initial concept development activities prior to Concept Select, minimal feasibility studies were performed on the intended design. Given the existing nature of the design and components, more studies could have been conducted to provide hoop assembly condition and device removal force data post-conditioning and prior to the Concept Select milestone. This would have helped in early discovery of the design risks due to tight fitment into the sterile barrier, carrier tube clip securement, device removal forces relative to spec and environmental conditioning impact. During initial pre-DV testing, units returned from conditioning (sterilization, thermal, and distribution) with observed bending / kinking at the strain relief due to the coiled assembly fitting too tightly into the header bag. This resulted in a late-stage redesign of the coiled assemblies to reduce the coiled assembly diameter and allow better fitment into the sterile barrier. Fitment into the header bag was identified as one of the primary initial risks to the project packaging workstream, and any issues or feasibility should have been assessed during the Concept Select phase, not at pre-DV.
- **Engagement**: It has sometimes appeared that Narin was less engaged compared to others on the team based on feedback that Narin appears to rush through updates and presentations and quick to leave meetings or discussions. He goes so quickly that it seems the team doesn't have ample time to really think about what is being presented.
- **Deliverables**: Weekly published core team meeting minutes track action items status and showed packaging deliverables with dates repeatedly pushed.
- **Communication with Sustaining Engineering & Past Project Engineers**: The scope of the Ranger 035 project was to utilize as much technology as possible from the packaging design of the commercially released Ranger product and align with existing commercial Ranger product initiatives. Narin focused on Ranger 018 design and components. However, he did not reach out the Sustaining Engineering team for collaboration until November. At that point, it was realized that Ranger 018 packaging was undergoing MDR conversion, and the initially leveraged components were MDD and being replaced. This resulted in a late-stage shift in component strategy requiring alignment and planning with the project core team and Hemoteq. This highlighted the importance of dialogue and partnership between NPD and SE and the need for engagement in the early stages in NPD projects to allow proper planning and scoping when utilizing commercialized products as the baseline.
- **Attention to Detail**: Greater attention to detail would help prevent mistakes that lead to redo loops. Throughout the project, there were instances of re-do's; for example, the initial packaging tolerance stack-up did not include the loading tool device component, resulting in the initial purchase order of carrier tubes intended for design verification being too short and failing tolerance stack-up for device fitment. This oversight led to additional print updates, new purchase orders, strain on the relationship with the component vendor, and required multiple additional meetings with DA, R&D, Ops, and Management to agree on path forward strategy to support critical product development builds.
- **Design Approach**: Narin tends to take a very serial, iterative approach to designing, focusing on one aspect at a time before moving on to the next. While this is not necessarily a bad thing, he did not allot sufficient time for this mode of working in the Ranger 035 packaging workstream. Consequently, his 135cm & 75cm

coiling plates deliverable ended up causing strain on his time, resulting in insufficient hours in the day to complete development, and requiring him to work through holidays and weekends at the end of the year. If Narin had done more upfront planning to understand the intricacies, involved Operations functionally, and identified the activities required to develop a coiling plate earlier in the year, and conducted more upfront testing to confirm hoop assembly design concept, some delays and stress could have been avoided. It seemed that he did not have a sense of urgency on his deliverables until his workstream was on the verge of causing delays.

As we move into 2025, I need to see Narin demonstrate an increased focus on project workstream planning and execution, and setting clear direction for product development teams. Enhancing communication skills is essential for effectively conveying ideas and collaborating with teams and peers, and is crucial for providing a quality of work that meets business standards. Narin should work towards improving his functional expertise to increase the effectiveness of his role. Employees with functional expertise can provide guidance with confidence and contribute toward effective change. As a Principal Engineer for New Product Development programs, the business expects the engineer to perform with minimal guidance in the functional workstream.

As the Principal lead for the PI NPD Pkg exploratory area, I look for Narin to lean in and lead the team in gathering ideation on how we can move forward in exploratory initiatives. Additionally, Narin should continue to lead the Localized Thermal Protection exploratory activities and devise a way to generate "proof of concept" data in this area. There has been great work done to get to this point, and I'm proud to watch Narin navigate and express passion as he explores new ideas.

While there are areas that need improvement, I believe in Narin's potential to succeed. With focused effort and support, he can overcome these challenges and strive to excel in his craft. As a long-standing Principal Engineer with Boston Scientific, Narin understands business expectations and has taken feedback seriously. He is humble and hardworking. During project pressures, he did not hesitate to work long hours, including nights, weekends, and holidays to accomplish his project objectives. Narin embraced his performance feedback received in 2024 and has shown a willingness to address development areas. He has maintained a professional demeanor and is improving in assertiveness, team engagement, and communication, which has started to garner positive feedback since the start of 2025. Despite these efforts, it was not enough to offset the observed performance issues in 2024; thus resulting in an Improvement Required performance rating, necessitating a Performance Improvement Plan in 2025 to drive improvements. Receiving feedback on areas of improvement is not easy, and I appreciate Narin's openness and willingness to discuss the feedback. I'll do my best to help support and assist him with challenges, and our open communication will be key. Narin's hard work and efforts are appreciated, and I look forward to seeing him make progress in the coming year.

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Peer Feedback: (9/12 responses)

Things done well over the last year:

- Narin is a gem. He showcases the entire PI NPD PKG department to top management with his incredibly creative and out of the box initiatives. I am very proud and our PI NPD PKG group should also be very proud of the work he has been doing outside his regular project work. The initiatives Narin undertakes are not easy to achieve, yet he often materializes his out of the box concepts into tangible outcomes and into physical samples. His solutions have benefited the entire packaging department in many ways before and we will continue to enjoy some of his creative solutions in many other products/packaging in years to come.
- Narin is an incredibly humble and hardworking person. His ideas have a high rate of failure, yet he does not stop trying and often comes up with alternative solutions when the initial concept does not pan out. For examples, As soon as we learned that the thickness of the phase change material was not optimum, Narin not only proposed a multilayered phase change material which would reduce the need of excessive material but also successfully got a patent approved for this new concept. Doing all this in addition to his project work is incredibly impressive. I am always very proud of the work Narin does and interested in collaborating with him on his creative solutions.
- I believe Narin has been an effective communicator over the past year. In meetings he very clearly states intention, and then clearly describes the path forward that he is planning to take. This is very beneficial as it leaves no question about what exactly is being done. As things change, he will take the initiative to reach out and explain changes from the original plan that was developed. One example of this was in the Pre-DV packaging work for the Ranger 035 project. Originally, Narin agreed to oversee all packaging and management of that part of the project. A well organized and communicated plan was developed, and work began without incident. After a couple of weeks, Narin realized that his schedule was too full to support this work in an effective manner and so he reached out to me to explain the situation. We then worked together to develop a new path forward that was compatible with everyone's schedules. Narin's clear communication of plan changes and concerns minimized the impact of this shift on the broader project.
- Narin has come a long way over the year in establishing a sense of urgency. Ranger 035's key driver is timeline. If we could do something 3 months faster, the business would want us to do everything we could to make it happen. I think recently Narin has internalized that urgency and is now working with the team to address issues as quickly as possible.
- I have had the opportunity to work closely with Narin over the past year on the Ranger 035 project. While I have been responsible for developing the EDS package for the device items, Narin has focused on the EDS package for the device packaging items. Throughout this project, Narin has demonstrated quick and innovative thinking, especially when tasks needed to be addressed urgently. One notable example was prior to the Pulse Builds at HTQ, where last-minute drawing updates were critical for the builds to proceed. Narin stepped up and delivered the necessary updates promptly, ensuring the project stayed on track.
- While there have been instances where additional prompting was required to complete tasks, I've observed that once Narin focuses on a task, he is highly capable and ensures it is completed effectively.
- Narin has shown great adaptability throughout the project. He has been able to pivot between tasks, especially during high-pressure periods like the lead-up to the Pulse Builds, where multiple priorities demanded immediate attention. His ability to handle these demands efficiently has been a valuable asset to the project.
- Narin assisted the TheraSphere GBM team select a label stock for the acrylic box to be used in the next phase of the FRONTIER clinical trial. He provided a well written memo outlining the data to be leveraged in addition to supplemental lab data he collected to justify the label stock selection.
- Narin's actual pkg design work (flared CT design, coil plate prototype designs) have been solid for R035. Also, Narin's communications with the team (written and verbal updates) were excellent (clear, concise, timely).

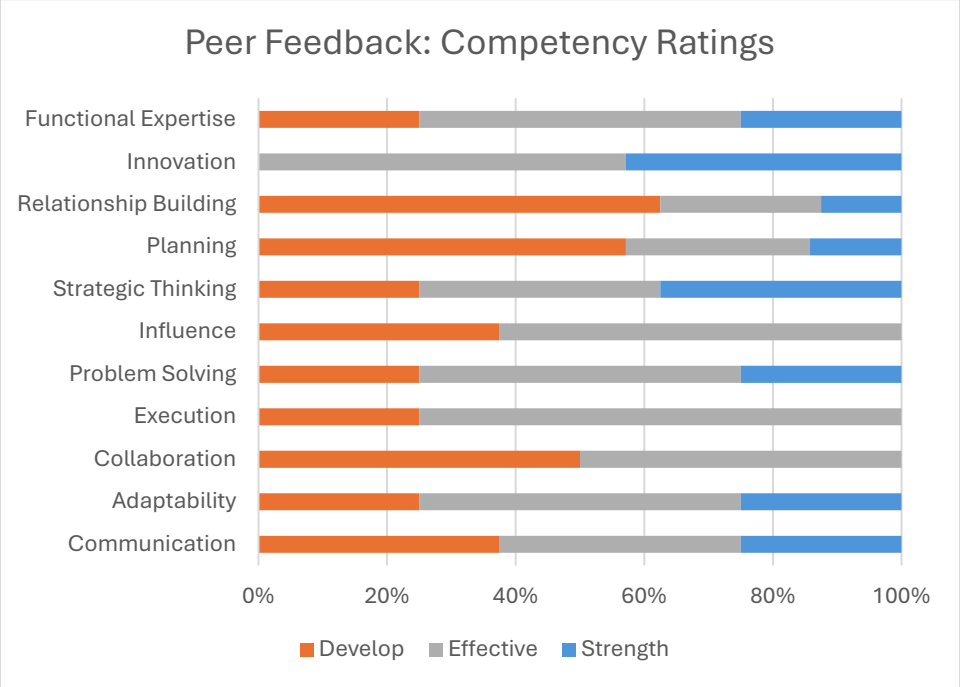
- Narin is a hard worker. Over the past month I have often seen him working nights and weekends to resolve issues that have arisen. I appreciate the time and effort he is putting in to keep the project on track. I know he is also planning to put in some time over the holidays, which is greatly appreciated.
- I appreciate Narin's frequent email updates and IMs about hot issues. He has been doing a good job of keeping relevant folks in the loop and providing status updates.
- Narin did a great job of coming up with a solution for our hub fitment issue in the carrier tube. The rollover flare solution seems like it will fit our needs perfectly, and has the added bonus of making it easy to see which end of the carrier tube the hub should go into. I also appreciate that this solution is leveraged from another product, which removes some risk around unexpected issues.
- Narin has done a considerable amount of work over the last number of weeks to try to get the DWGs and Coiling plate sorted. He has put together detailed communication and slides to capture the information. He has demonstrated a willingness to learn from feedback and address areas of concern. He is a good guy and genuinely wants to do a good job.

Things that could improve or enhance:

- Narin's strengths maybe hidden sometimes because he may seem as someone who does not speak up. People who don't know him may not be able to really understand how intelligent he is as an engineer. But when he does speak, he is effective, concise and to the point always and very effective in relaying his thoughts that matters. I do not see that as a problem but rather a virtue as someone who communicates effectively only when needed. Narin is effective at what he does great, because he is ultra focused on difficult and unexplored ideas and solutions.
- I think one main area of improvement that Narin could focus on is in his attention to detail. On a couple of occasions over the course of this year, it seems that small oversights were made that had significant impacts on the packaging portion of the Ranger 035 project. To name just the latest, the first ~150 units for Pre-DV testing returned from sterilization and conditioning with kinks at the manifold due to the packaging configuration. This was an issue that probably should have been caught earlier. After investigation, it seems that the coil diameter used differed from that of Ranger 018 and a redesign of the coiling plate is now being completed. This redesign is going to cause some downstream timeline impacts in the coming weeks. Small oversights like this have happened on a couple of occasions.
- My biggest piece of feedback is for Narin to focus on the big picture and understand the "requirements" of the packaging work on Ranger035. Through the entire year I'm not convinced that Narin really understands the project's mantra of "Keep everything identical to Ranger if possible, and if not possible, change as little as possible." This mantra has driven essentially every single design consideration for the Ranger035 team, from design requirements, to manufacturing processes, to wording on labeling and marketing materials.
- I've faced some challenges working with Narin this year, particularly regarding his commitment and effort on the Ranger 035 project. Narin has sometimes needed additional prompting to complete tasks, which has occasionally caused delays. I've considered that he may have faced challenges balancing other projects, but it has sometimes appeared that he was less engaged compared to others on the team. For example, opportunities to take ownership of specific tasks—such as ensuring that packaging part numbers were correct in the checklists before the HTQ Pulse Builds—were missed. On multiple occasions, team members had to step in to ensure the work was completed or take on tasks to keep the team moving forward. I believe that taking more initiative and proactively identifying what needs to be done would demonstrate stronger leadership and improve the team dynamic.
- There is significant potential in Narin, and I believe he is a highly capable engineer. However, communication has been an area for improvement. I've found myself having to frequently follow up or chase for updates to ensure packaging tasks were completed. Additionally, greater attention to detail would go a long way—there have been several occasions where corrections were needed because the work wasn't done accurately the first time.

- Overall, I enjoy working with Narin, but there are some key areas where I would like to see improvement in the new year. The Ranger 035 project is highly demanding, with tight timelines, and having someone with drive, determination, and attention to detail is crucial for success.
- The TheraSphere GBM team approached Narin in November about selecting an over label and label stock for use with our updated tubing set design. There have been several instances where Narin has pushed out meetings/timeline. I appreciate Narin communicating that he is busier than normal with other projects and that he needs additional time. In the future, please don't hesitate to let the team know if there is anything we can help with (additional information, resources, etc.) to keep moving forward with the activity.
- Via more conservative, up-front planning, Narin would have greatly benefited by allowing himself ample time for several iterations / potential customer failures of the coil plate design / prototypes to avoid team delays. This amount of work appeared to be significantly underestimated.
- One thing Narin could improve on would be thinking about the big picture and understanding how his work feeds into the entire project timeline. It seems that Narin takes a very serial, iterative approach to designing things, focusing on one aspect at a time to adjust and tweak before moving onto the next. This is not necessarily a bad thing, but he did not allot an appropriate amount of time for this mode of working and his coiling plate deliverable ended up being the cause of project delays at the end of the year. If Narin were to either start working on these things earlier (and do more testing to ensure the right plate had been made, rather than finding out from the outside company) or to try to do more parallel path work and make changes to multiple aspects of the design at a time, I think this could have been avoided. It seemed that he did not have a sense of urgency on his deliverables until his workstream was actively causing delays.
- Narin could improve on leveraging things from existing products. From the beginning, on the coiling plate, the team had asked Narin to take a look at the Ranger 018 and Ranger Radial designs and make tweaks to fit our different length carrier tube. Instead, he proceeded to design something from scratch which ultimately did not end up working. He was asked to look into using Ranger 018 and Ranger Radial designs several times, and was even sent the files to look at via email so that he would not have to do much digging. But went down his own path without looking much into it. Ultimately, when his design failed to meet the requirements, the team went back to the Ranger 018 design, made a few tweaks, and was able to come up with something that we think will work for us. It is understandable that Narin does not have knowledge of what predicate products have done, but he was sent all of the relevant information and also was asked to reach out to packaging engineers who had supported those projects for input. Yet, he insisted on only pursuing his design.
- I think that if Narin had stood back at the beginning of the project and understood what the ask was and engaged with other Packaging Engineers earlier to understand how Ranger 035 fitted in relative to R018, he would have avoided a lot of rework and effort that he has faced over the last number of weeks.
- I believe not fully understanding the brief and with compressed timelines, Narin possibly underestimated the amount of work required and the starting point which resulted in delays in getting a functioning Coiling Plate. Narin is a capable packaging engineer and should trust his ability. I think sometimes defaults to taking direction but does not lean in and own his workstream. It might be an idea to share his plan / proposal with Manager or Pkging peer to make sure that he is comfortable with the design and then own it.
- He could improve outcomes by making better use of project support resources to offload time consuming tasks. He seems to be putting in a lot of time to complete tasks when he has taken on more than can be handled which leads to a misinterpretation of time management as he works to complete tasks for other functions. Another recommendation for improvement is strive for a proactive approach and develop a great relationship like he did with the CAVU group on his thermal project. When timing became tight on a component order or a vendor is slow to respond it can make pivoting difficult and increases frustration or possibly leads to additional miscommunications.

Competency Ratings (Peer Feedback): Something to <u>Develop</u> / Is <u>Effective</u> at / Is <u>Strong</u> at



Context provided for competency responses:

- I put develop for relationship building. However, I believe it takes two people to build relationship. If you want to build a relationship with Narin, you need to know him before he opens to you. That is very normal and I believe Narin is a high performer because he is always focused on what is most important.
- Adaptability - There have been several times that Narin has been asked to make a change or meet a new requirement. In my experience, it can take 2 or 3 requests before I think Narin understands the request and acts on it.
- Collaboration - None of his work was on the shared Teams directory, which makes it difficult to get information when he's not available. He also tends to work alone for days or weeks at a time without touching base with the rest of the team. This has led to several mix-ups this year that otherwise could've been avoided.
- Problem Solving - Narin has come up with several solutions this year for various issues. However, the solutions frequently don't address the actual issue at hand. I have personally felt like he has needed guidance and asks for input from team members who don't know packaging intricacies rather than utilizing the packaging group's expertise.
- Relationship Building - As several tasks have devolved over the year, Narin has become defensive about the work he has done rather than proactive about creating new solutions. Recently Narin sent an email explaining how his coiling plate design works well and in the email he essentially stated that the technicians hadn't been following the correct procedures. Several people on the email immediately recognized his statement as essentially throwing other team members under the bus.
- Functional Expertise - For a principal Packaging Engineer, Narin does not seem to know the histories of the packaging for any relevant products. That in itself is not a problem. However, he also seems to have not reached out to learn that missing information during the year. For several weeks if not months, Narin hadn't looked at the reference Ranger018 drawings and didn't know the details of what the project is trying to leverage.

- I believe that by improving his communication skills and fostering greater collaboration with the team, Narin could make significant progress. Additionally, planning his work more effectively, thinking ahead to identify potential issues, and addressing them early in the project—or as soon as they arise—would greatly benefit the team's momentum. While some delays are inevitable, many can be avoided by prioritizing proactive thinking, thorough planning, and clear communication. This approach would help the team move forward more efficiently and minimize setbacks.
- Communication: Narin does a good job of communicating updates to the team. He maintains a professional demeanor, even under stress. The only reason I did not put this as a strength is that it often feels that he is trying to rush through things as fast as possible and be done with his updates. Sometimes he goes so quickly that it seems the team doesn't have ample time to really think about what he is presenting.
- Adaptability: Narin has been very fixed on his coiling plate design from the get go. When other suggestions have come up, he has been resistant to look into them and move away from his initial ideas. I see this as part of the reason things have been moving so slowly.
- Collaboration: Narin was asked to dig into what predicate products had done for the coiling plate, and to my knowledge did not. Coming into this with little balloon catheter experience, if he had reached out and gotten feedback from other packaging engineers, it could have greatly helped the project and likely sped things up. While he does a good job of reaching out to Ranger 035 team members for feedback on designs, going outside the project for some packaging expertise would have been very helpful.
- Execution: Generally, Narin executes on what he says he is going to do and provides good updates while doing so. It is just a matter of ensuring he truly understands the needs and the plan so that what is executed is correct.
- Problem Solving: Narin seems to have a good head for engineering, but he gets very hung up on his own ideas and seems unwilling to move away from them until absolutely necessary. To me, this is what hurts his problem solving skills. On the recent coiling plate issue, he did not offer any solutions, and instead continued to dig into how his original design could be made to work.
- Influence: Narin does a good job getting his points across and influencing decisions.
- Strategic Thinking: Narin could improve his strategic thinking by looking more into how we can leverage things from other projects to work more efficiently. A ground-up approach is not always the best way when under timeline pressure.
- Planning: Narin could improve his planning by thinking more about the big picture and how his workstream feeds into the overall project timeline.
- Relationship Building: Narin seems to work well with others generally, but got defensive and started pointing fingers at others when his design came into question. This was not a good way to maintain relationships with the team.
- Innovation: Narin has good innovative ideas on how to do things differently. He is good at thinking outside the box.
- Functional Expertise: For his level, Narin does not seem to always grasp the requirements of the project and the constraints we are working under. He requires close monitoring to ensure things are getting done correctly. It is understandable that he would not come in knowing everything about balloon catheter packaging, but he also has not seemed to have reached out to others who have worked on similar projects to try to understand more about it.
- Communication/ Collaboration / Relationship Building-These are all quite connected competencies - I think Narin would gain hugely from having better collaboration with his Packaging Peers. He appeared to be reluctant to reach out to them to discuss scope of work and starting point. There is a wealth of knowledge within his own group that he did not tap into and if he had he may have had a better understanding of what

needed to be done and how long it would take. I think he has taken this feedback on board already and has begun to engage more and bring others into the discussion.

- When a few tasks require extra scope and timelines get tight on projects it is easy to miss the big picture and become mired in details. Narin is very good at most of the competency skills, but when falling behind on a few tasks it becomes difficult to recover without some help. Accepting to handle all Ranger 035 Pre-DV builds was a nice gesture, but it required a lot of his time, my time and our coop resulting in an extra 20-30 hours of tasks weekly that we could not support. The inability to catch up which may have caused a cascading effect for other tasks.

Miscellaneous Feedback:

- I truly believe, Narin should be recognized for the number of Patents he comes up with and his innovative approach that is quite frankly very unique than anyone else I have seen in the entire PKG department.
- In February/March 2024 the team realized that we would need a "new" coiling plate design because our carrier tube is a different length than Ranger and the catheter manifold is a different shape than Ranger.
- This feedback is truly meant as constructive feedback on ways to improve work performance. On a personal level, Narin seems to be a great person and this feedback shouldn't be interpreted as feedback about him as a person. Instead, this is feedback in the context of how a Principal Packaging Engineer could further help the project team and what level of competency is expected at that career level.
- I have enjoyed working with Narin the past year and the team appreciates his help on the TheraSphere GBM project!
- I appreciate Narin’s level of consistent professionalism even when he was under significant team pressure to meet timelines.
- I think Narin is a good guy, works hard, and maintains a professional demeanor at all times.
- It would be nice if he would work more collaboratively with other packaging engineers and gain their insight to ensure his work is meeting requirements.
- Narin is a good guy and has shown a willingness to address development areas.
- Narin can easily handle of the competencies needed to do his job well and has been doing it for quite some time, he just can’t do everyone else’s too and needs to say “no” more often and push back.