



Introduction to this version of Nicole Rawling Performance Review (2021)

The following document is the outcome of Nicole Rawling's Performance Review, completed in September 2021, lightly redacted for privacy purposes. Such redactions are marked in the following way, "[WHY THE CONTENT WAS SCRUBBED]". MII has redacted as little as possible and without altering the intent of the comment itself.

This report was written for the Board to use in its annual review of Nicole and afterwards, shared with the MII team. When the review was created, we had not necessarily intended to publish the results publicly. Because it was not made clear to the team members when they took the survey that these results would be available to the public, we felt it only fair that we redacted certain information/comments. We have deleted part of one comment out of respect to the team member who made it. The deleted portion of the comment had not been phrased with the idea that it would be made public. The alteration has not altered the meaning of the comment itself.

Any mention to other organizations has also been redacted as the intent of this document is not to review other organizations. The redactions made have not altered the spirit of the comment.

Some current and former team members are mentioned in this report. Because this report was created only to evaluate Nicole Rawling's performance as CEO of MII, and with all respect to team members' privacy, we have redacted these names and/or any identifying details.

While MII is pleased to publicly release this report, we do not wish to do so at the risk of our team members' honesty in any future surveys or reviews. MII team members have all consented to the release of this scrubbed version of Nicole Rawling's Performance Review (2021). Moving forward, MII will separate its reviews into public and internal sections so as not to jeopardize the honesty of the feedback our team provides. MII strives to be as transparent as possible, with the understanding that our team's comfort and willingness to provide truthful opinions is paramount to our organization.

We would like to take this opportunity to the MII team and Board of Directors for their time and thoughtful evaluation of Nicole.

Should you have any questions or concerns about this content or what has been redacted, please contact MII's COO, Cortney Busch, at cortney@materialinnovation.org.

-Cortney Busch
November 2021



Background

Stephanie Downs, MII Board President asked Cortney Busch, Chief Operating Officer, to complete a survey of staff and Board members regarding Nicole Rawling's, MII's Chief Executive Officer ('CEO'), performance. The Board of Directors is tasked with annually reviewing the CEO's performance.

Cortney Busch developed an anonymous survey on Google Forms and Stephanie Downs reviewed the survey. Once approved, Cortney circulated the survey via email to MII team members and the Board of Directors.

Results

Fourteen responses were submitted: three (3) from MII Board directors and eleven (11) MII staff/contractors/volunteers. For reference, MII currently operates with seven (7) directors, two (2) staff (inclusive of Nicole), nine (9) contractors, and three (3) volunteers all of whom were sent the survey and asked to complete by September 30, 2021.

All responses were anonymous, including IP addresses. All MII team members were sent the survey link to participate except for one consultant whose contract is due to terminate on October 15, 2021. It should be noted that there is one director who is also an MII contractor who will have answered questions in both capacities; it appears that this director/contractor did respond to the survey.

The raw data can be found [here](#). What follows is the responses to each of the questions asked on the survey. As this document will serve as a tool for the Board of Directors to review Nicole Rawling's performance, all responses have been included. These responses have been provided below and grouped either as "positive responses," where Nicole is praised or her actions approved, "responses regarding improvement," where suggestions are made for improvement, or "neutral responses" if the response feels neither positive nor suggesting improvement.

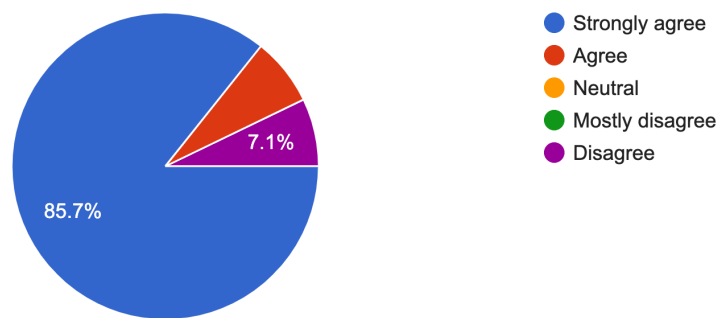
Overall, the results were largely positive and in agreement. However, there is one responder, seemingly a MII team member, who had more negative responses but did not provide explanations or examples for their ratings.

Many of the responses suggest that Nicole is "too busy" or needs to do less, either by delegating and/or by taking less on. Prioritization was also raised by a number of the respondents.

Nicole as a leader

Nicole embodies the values, ethics, and norms of MII (see here
<https://drive.google.com/file/d/1UQA3eb6oISFLwjhv2MOT2ZhpJFoZ084M/view?usp=sharing>)

14 responses

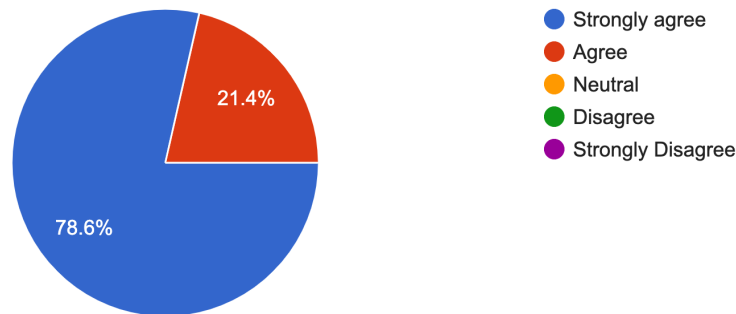


Positive responses

- Nicole has always demonstrated consistency between her attitudes and the company's values, ethics, and norms of MII.
- I know that Nicole is consistently working with the staff to ensure they have work / life balance, no matter the impending need.
- Nicole is very aware of herself, especially within these values and ethics. She keeps herself accountable at all times and calls it out to the team so that no one has to wonder what is allowed at MII.

Nicole welcomes others' feedback and opinions, even if they disagree with her.

14 responses



Positive responses

- Nicole not only accepts the opinions of others, even if they differ from her own, but also encourages everyone to express their opinions and points of view.
- I have both offered feedback (which Nicole has enthusiastically pursued) and solicited feedback directly from me. She is always open to ideas and suggestions.
- Nicole does an incredible job calling out her mistakes and shortcomings, she's open to criticism. With consent, she publicly acknowledges those who do give her constructive feedback in an effort to normalize this practice.
- Nicole may disagree with the disagreement and veto the other idea, but I never have to worry about whether or not my adverse opinion will be ok to voice or not. She encourages everyone to participate, even if they are a singular voice in a sea of "yeses" (or however one decides to raise a difference of opinion or other thought).
- Nicole really encourages and celebrates feedback even when it is in disagreement. She really "walks the walk"
- I really appreciate this about Nicole. She goes out of her way to make sure people know that she wants pushback and does not want everyone to just agree with her.
- I feel completely comfortable voicing any opinion or thought that crosses my mind. That kind of professional and creative freedom doesn't come around often and I am thankful for it.

Neutral responses

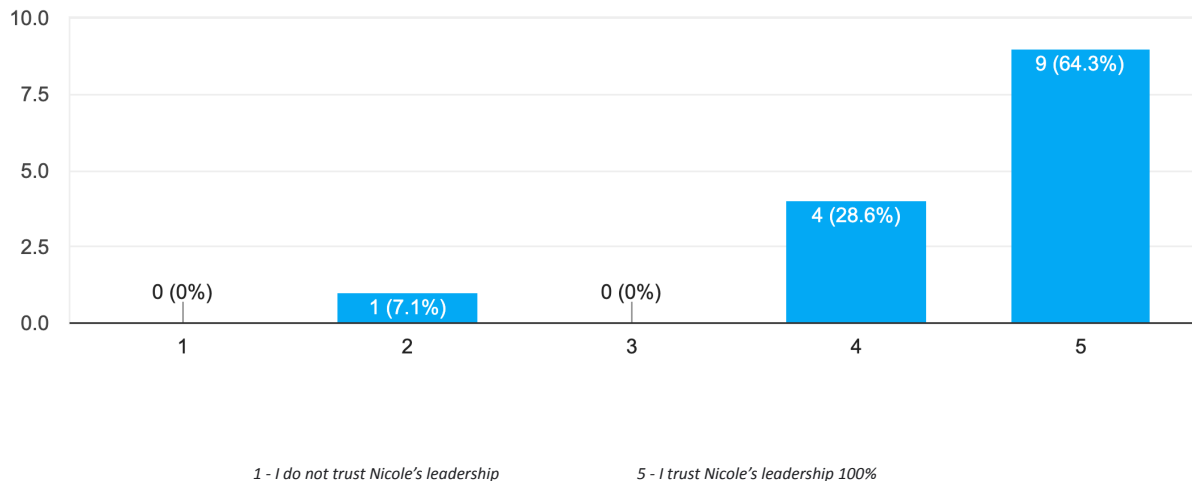
- Nicole welcomes all opinions, but doesn't necessarily heed them. She often says, "Yes, but..." and goes back to her original opinion.

Responses regarding improvement

- Yes, Nicole welcomes feedback/opinion. Sometimes, though, she does what she thinks will be more impactful, despite the evidence. I'm thinking specifically of responding to arguments. It's just not worth our limited time to respond to them. [THIS COMMENT WAS SHORTENED OUT OF RESPECT TO THE MII TEAM AS THE TEAM WAS NOT AWARE THESE RESULTS WOULD BE MADE PUBLIC.]

How would you rate your confidence in Nicole's leadership?

14 responses



Positive responses

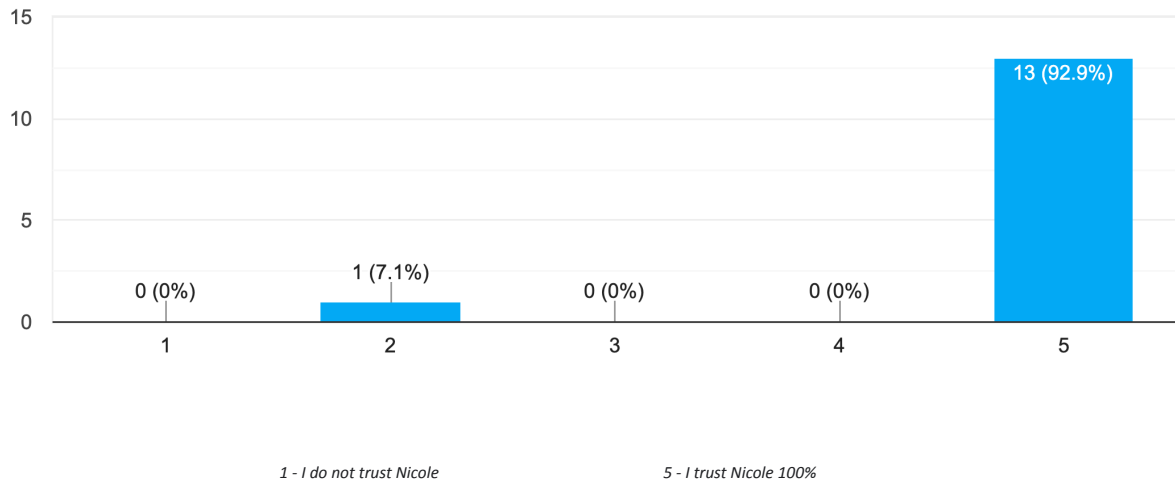
- Nicole positions herself as a present, competent, and capable leader, and, above all, a human of good examples.
- Nicole has a work ethic like no one I have ever seen. We know that she has had to take on additional responsibilities this year as others have not lived up to their reputations.
- Nicole leads with compassion and that's clear in all she does.
- I feel very confident in Nicole's leadership as I think she is both strategic programmatically and with people. I look forward to when Nicole can focus more on strategy as we grow.
- Nicole leads with compassion and that's clear in all she does.

Responses regarding improvement

- MII's financial insecurity sometimes leads to short-sighted decisions.
- I think that our financial situation is a big impediment to the organization as a whole. Nicole is forced to lead according to what might bring in money. I know she would be a better leader if she didn't have to worry about every penny.
- I am extremely confident in Nicole, but would be more confident if she had sufficient support/full staffing so that she is not overwhelmed with tasks and responsibilities.

I trust Nicole.

14 responses

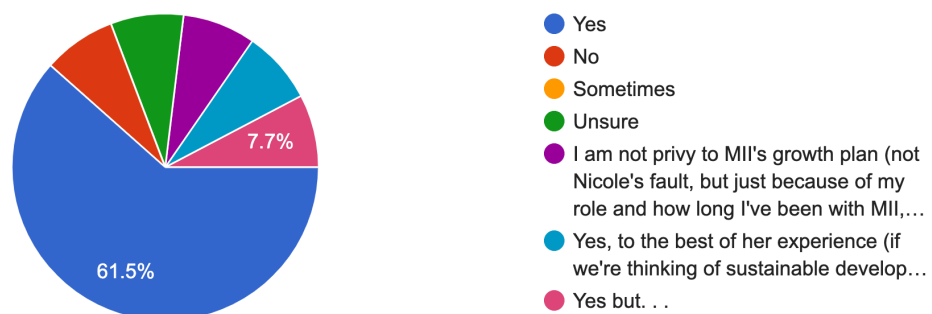


Positive responses

- Nicole always presents clear and transparent information, leaving no room for suspicion.
- I don't know her that well but I feel like I can tell her everything without it adversely affecting my role or the way she perceives me.
- Absolutely trust Nicole.
- I have never trusted a superior in the way that I trust Nicole. I am confident she has MII and everyone's best interests in mind at all times.

Thinking about MII in the last year (or for your length of involvement at MII), do you feel Nicole has built a sustainable plan for growth at MII?

13 responses



Positive responses

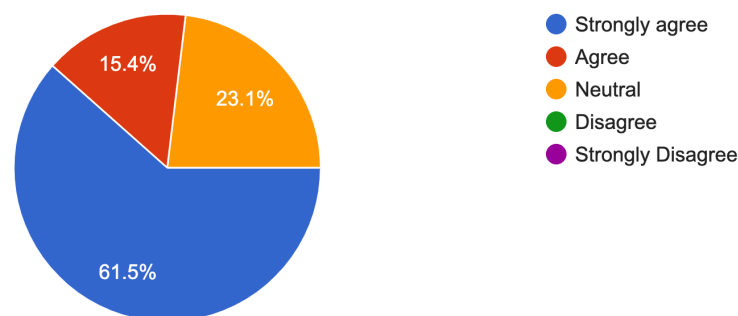
- Just by looking at the achievements and growth of the staff, we know that Nicole is on the right path.
- I have complete faith and belief In Nicole's strategic vision and how to achieve the goals and future for MII.
- I also think she made the correct, difficult decision to let [NAME] go.
- The plan for MII's growth is a good one; see notes about the financial situation. It's so much easier to plan for growth when the funds are there. I know we compare ourselves to [OTHER ORGANIZATION], but [OTHER ORGANIZATION] had a huge headstart with basically unlimited resources from [FUNDER]. We started with nothing, in comparison.

Responses regarding improvement

- The changes in the team, especially [TEAM - IDENTIFYING DETAIL], make me unsure.
- Yes I think all of our planning for things like Laudes or ACE helped us hone in on our future growth plan. Now we need to ensure that we get the funding to make that growth a reality.
- I feel she is always thinking ahead and recognizes how industries evolve and she strives to keep MII current and one step ahead.
- I am a bit worried that MII has bigger plans that we are taking forward but we don't necessarily have the financial ability to do what we've done/what we're doing. If we can get the fundraising sorted, I think our plan for growth is hugely sustainable.

Nicole prioritizes tasks and work inline with MII's current needs.

13 responses



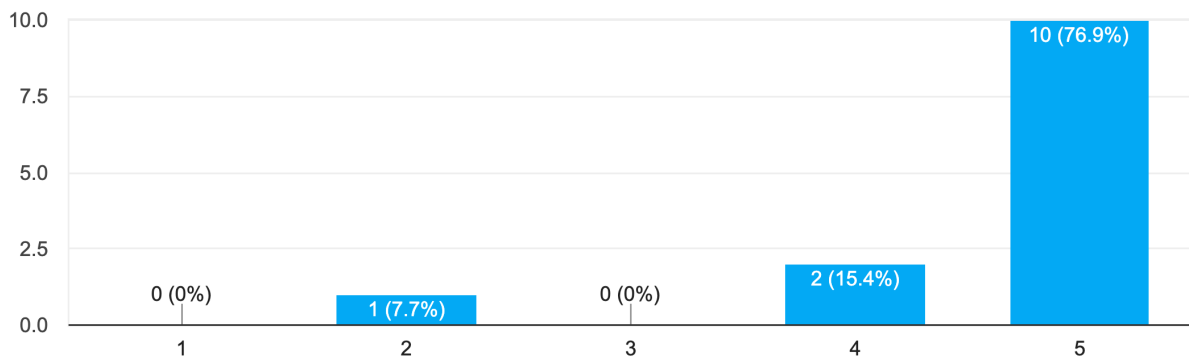
Responses regarding improvement

- I think sometimes there can be a case of too much to do at MII and we aren't necessarily concerned with prioritizing. Sometimes I think we'd be better if we slowed down and were more deliberate about what we did and how we do it.

- This is the hardest area. I think that financial insecurity leads Nicole to jump at everything that comes along, no matter how that impacts previous plans and projects. If MII were financially stable and secure, things would be vastly better.
- Nicole tries hard to do this, but it's difficult to truly prioritize when you are worried about funding. We spent A LOT of time on the ACE review, for example, and that may be a good thing for the future. But we had to postpone several projects to get it done. And those postponed projects are for our actual audiences, part of our actual work. I doubt ACE could ever fund us to the degree we need.

As CEO, Nicole builds respect and credibility for MII.

13 responses



1 - Nicole does not build respect or credibility

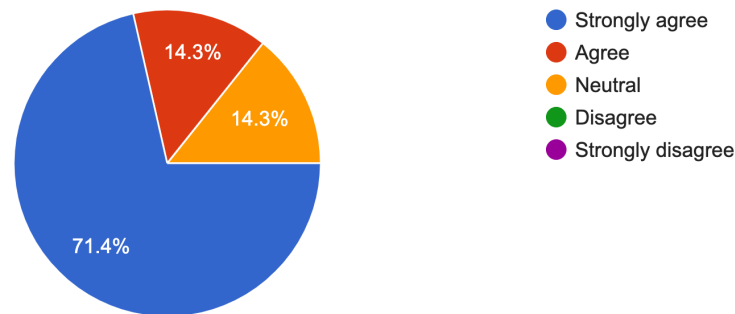
5 - Nicole builds lots of respect & credibility for MII

Positive responses

- Nicole impressed my sister right out of the gate - that is not easily achieved.
- I cannot imagine a better person to lead the organization. Her experience, demeanor, and decision-making should make MII proud.
- It is still hard to be a woman in this world. This entire space is pretty much built by and for confident extroverted men.
- I think so, but I honestly don't know what it's like out there in the CEO world.
- Her experience as an attorney and director at GFI make her extremely credible for her position and I think our audiences see that.
- I cannot imagine a better person to lead the organization. Her experience, demeanor, and decision-making should make MII proud.

Nicole hires competent individuals who are able to drive forward MII's work and mission in their own ways.

14 responses



Positive responses

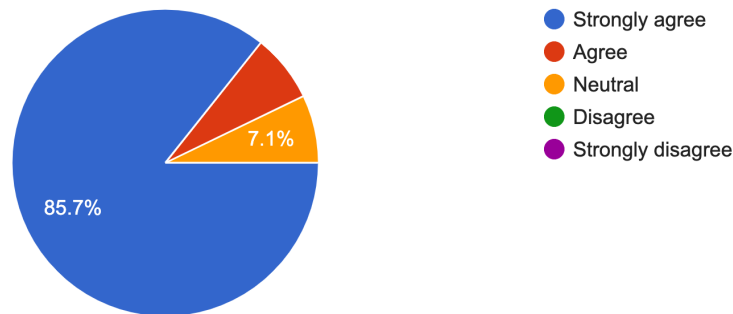
- If something isn't working, she's decisive and fixes it.
- Nicole has built a great team. However, she has at times reacted based on personal opinion and with haste, which has led to bad outcomes. For example, the Chief Marketing Officer.
- Our team is fantastic!
- very strong team - able to attract people who are both mission aligned and high performance

Neutral responses

- I think most of the hires have been great; comms has been tough, though, in part because of funding. We can't afford to hire someone full time - and that's what we need. Trying to hire on the cheap doesn't work.
- Nicole has built a great team. However, she has at times reacted based on personal opinion and with haste, which has led to bad outcomes. For example, the Chief Marketing Officer.

Nicole is committed, and able, to build a good culture at MII.

14 responses

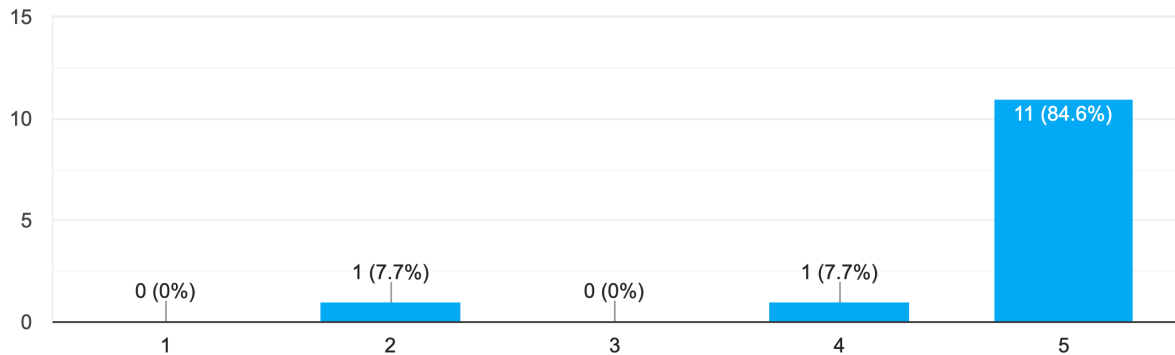


Positive responses

- Everyone at MII comments all the time that we feel like family; that everyone gets along well.
- The only reason I didn't mark "strongly agree" is because culture building is very much a team effort. She is committed, certainly. And she is able to build a good culture to the extent of her capacity and influence.
- She's obsessed with it - in a good way! If she thinks something is good for the culture, she immediately adapts to it and keeps herself accountable. She always defaults to a space of building a better organization for everyone involved and truly cares for those she's supervising.
- This is perhaps Nicole's strong suit.
- Nicole is committed to building a good culture at MII. Nicole is able to build a good culture at MII.
- Our culture is as close to perfect as possible, and Nicole emphasizes elements of our culture regularly so that the team feels safe and respected.

Nicole fosters an atmosphere of respect at MII.

13 responses



1 - Nicole does not foster respect at MII

5 - Nicole very much fosters an atmosphere of respect at MII

Positive responses

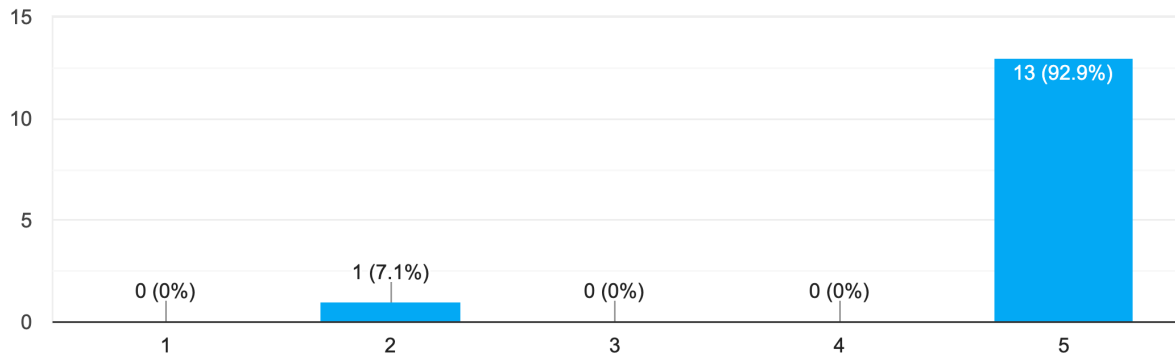
- Absolutely.
- I don't think I have ever seen an organization that is more supportive and respectful than I have at MII.

Responses regarding improvement

- Everyone is respected, but it is sometimes, "I understand, but we have to do it my way." Also, we sometimes hear, "That will just take a few minutes" when it is a more involved task.

Nicole leads with compassion

14 responses



1 - Nicole does not lead with compassion

5 - Nicole leads with compassion

Positive responses

- This is the way that Nicole really shines as a leader. She is extremely compassionate about her employees and the animals she works to save. I think the entire team feels taken care of, especially when personal or health issues arise.
- Very much so. Nicole is human and acts that way.

What are three or four words or phrases you would use to describe Nicole?

What do you think is Nicole's greatest strength as CEO of MII?

- Bravery
- Combination of brilliance and compassion/commitment
- Her commitment to maintaining a really healthy and kind culture, while leading with complete transparency.
- She honors and defers to the expertise of team members. I've worked for leaders who believe they know better than the experts they hire. This is not Nicole.
- Her decisiveness and drive.
- Her willingness to support and foster all thoughts and opinions.
- Compassion
- Commitment
- Her passion and belief in what we are doing inspires each of us to do our best and make the biggest impact.
- Her willingness to hold space for anyone who needs to share thoughts, opinions and feelings
- Authenticity and leading by example
- Her accessibility and willingness to listen to alternative points of view.
- She hires people who will not only get the work done but help us with credibility. She also supports those people endlessly and has a real gift for trust. Her way also caters to maximum creative and strategic collaboration as (I will speak on behalf of myself) I am not afraid to have ideas and go for them.

What is an area or areas in which Nicole could improve?

Too busy

- Delegate more responsibilities to others, and take more weight off her shoulders.
- I hope she is getting enough work / life balance - I worry
- *Her work-life balance.*
- Taking time to prioritize (or breathe even) before taking on more. She is very driven and she gets through a lot. But I think it could be helpful for everyone, including Nicole, to have processes in place to choose what MII will take on and why. I want her to be able to feel like she can take a step back and MII will be ok. I worry that she feels the need to be involved in every tiny thing and I think that may get too overwhelming so I'd like to sort through where that feeling of needing to be involved comes from. (I don't think it's a trust issue, but maybe one of wanting to get everything in place before stepping back?)
- As we grow, we need to continually implement systems and people to ensure there is not an unfair balance of work on Nicole's shoulders so she can serve MII in a healthy, productive way

Prioritizing

- Prioritizing.

- prioritizing, slowing down

Financials

- Buy a printing press for money.

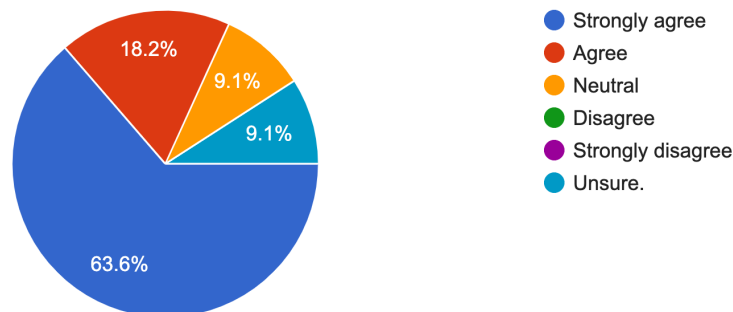
Other

- As I said above, I think the materials space needs thought leadership and that MII needs more of a "voice." That said, I don't know if it NEEDS to be Nicole. It could be any of us, or a more built out comms team, but I do think this needs to happen.
- I cannot think of any
- I'm thinking...

Nicole and relationship-building

Nicole is good at building and maintaining relationships with donors and funders.

11 responses

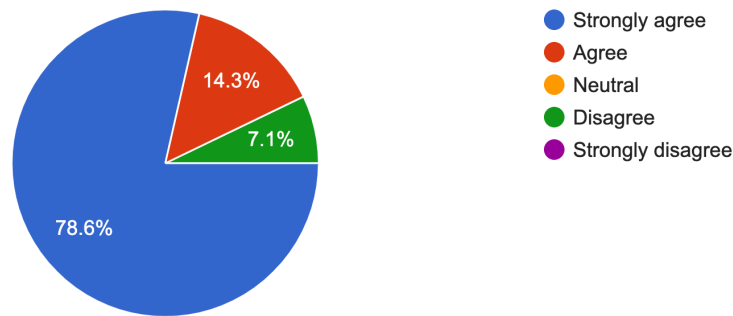


Positive responses

- Don't know enough to answer. I do know that funders and nonprofit leaders tend to be extroverted men.
- I assume so, but don't have direct experience.
- I am not as involved in this aspect, but I am confident that Nicole is one of the best networkers and relationship builders I have encountered and I'm sure this applies to our donors.
- From what I have seen, she is great at maintaining relationships with key funders. As she is more supported, I assume this will get even better.

Nicole is good at building and maintaining relationships within the MII Team (staff, contractors, volunteers, and interns)?

14 responses



Positive responses

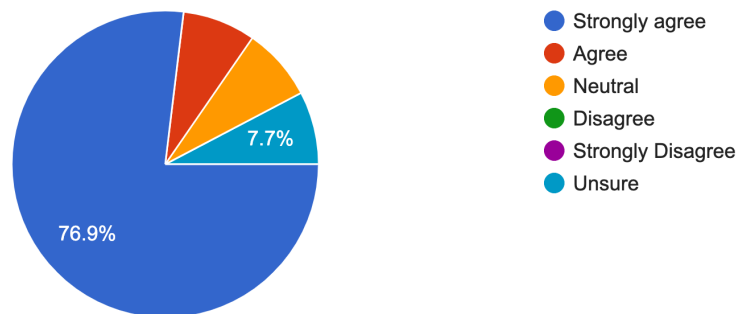
- Nicole always praises the achievements and good work of MII members.
- For the most part, she is so good at keeping personal frustrations or feelings to the side and is very clear, concise, understanding, and accountable in her communications.
- Our weekly and biweekly team or 1-1 calls are effective at allowing the team to know and trust one another

Responses regarding improvements

- Nicole doesn't have enough time.

Nicole is good at describing MII's mission to others and inspiring them to support MII (whether monetarily or other support).

13 responses



Positive responses

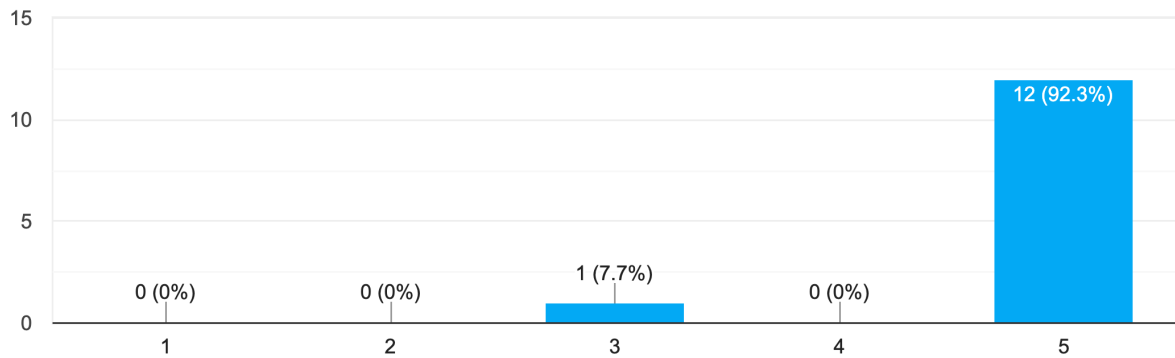
- She speaks so well and eloquently about MII and our work that I can't think of anyone better to persuade outsiders.

Neutral responses

- Don't know enough to say.
- I assume so, but don't have direct experience.

Nicole is able to identify and confidently communicate with contacts in the field.

13 responses



1 - Nicole is a bad communicator with contacts

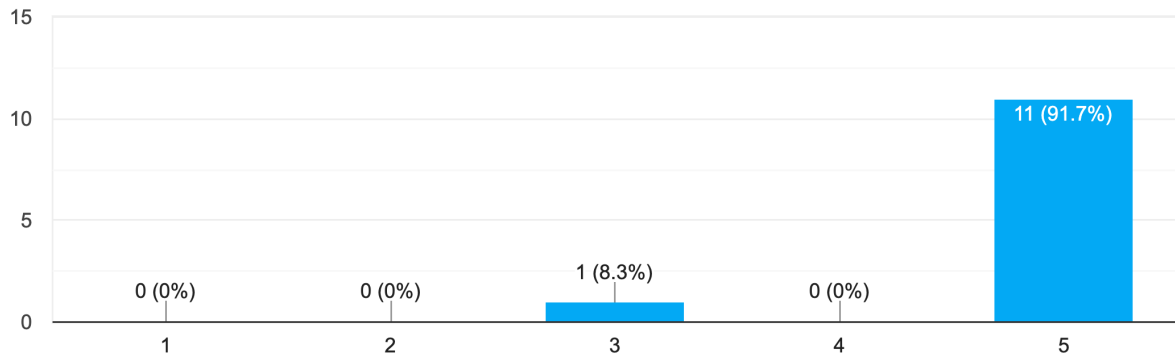
5 - Nicole is a great spokesperson for MII

Positive responses

- I see this via Copper, our program CRM.

Nicole is a good spokesperson for MII.

12 responses



1 - Nicole is not a good spokesperson

5 - Nicole is a great spokesperson for MII

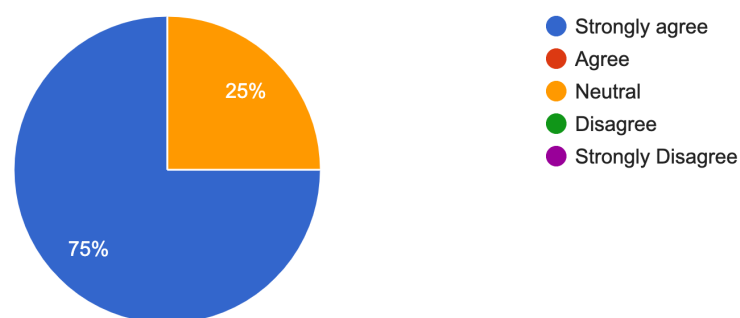
Positive responses

- Nicole simply knows how to express herself, choose her words wisely, and communicate clearly.
- I have been on many calls with various groups and Nicole shines
- Again, I assume she's great, but I haven't seen her in action.

Nicole as a MII employee

Generally, Nicole meets deadlines, internally and externally to MII.

12 responses



Positive responses

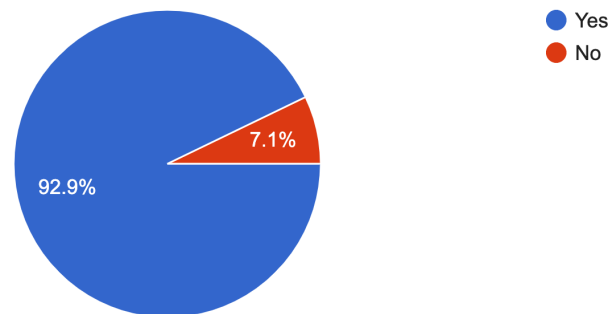
- Nicole always completes her tasks, despite having a whole mountain of them!
- I've never seen her have issues with deadlines.
- Yes, and she even helps me when I can't!

Responses regarding improvement

- Nicole has too much to do and is overly optimistic about what she can get done.
- This is a tough one. This is an area that Nicole needs to work on, in general. She tries to do too much and gets behind. She resets, uses a new system to manage her time, does too much, gets behind, repeats. Perhaps she could use an executive assistant. But she definitely needs to have more time for planning. And to have that, she needs more funding so that she's not chasing the next grant.

Nicole is transparent about MII and its dealings.

14 responses

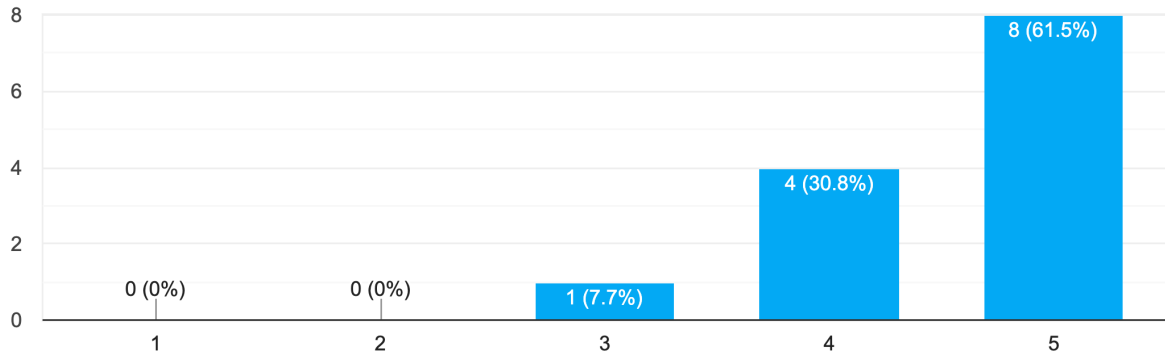


Positive responses

- Totally.
- She consistently communicates when there are issues with staff or when she has made the determination that they need to be let go - and follows up with the next plan to fill the open roles.
- Even though it can feel abnormal, I know Nicole works really hard at being transparent and honest with everyone at MII.
- She is extremely transparent about the inner workings of MII to all employees, including things like new policies, financials, and programs.

Nicole understands how current trends within the field interact with MII's mission and its work

13 responses



1 - Nicole does not understand current trends within MII's work

5 - Nicole understands current trends within MII

Positive responses

- I am amazed at her ability to hold and analyze information in ways needed for MII.

Neutral responses

- I know she's got a reading list a mile long AND that she'd love to dive into all of it. But it's so hard to find time to keep current with all the other things going on. She's basically been the comms department most of this year; has done more fundraising stuff than is reasonable for a CEO.
- The sustainable materials for fashion landscape is extremely complex and trends are changing rapidly, so I think we as a team have a responsibility to keep Nicole and our other team members up to date on these trends as we see and observe them.

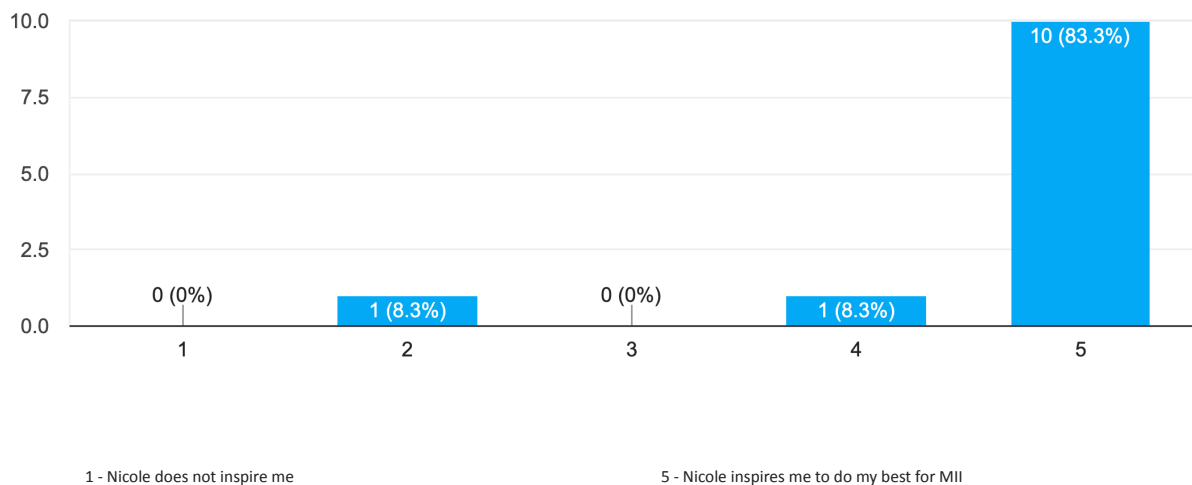
Responses regarding improvement

- I think we can all be better to both focus on the mission and on overall trends, not even just the ones that relate directly to our work. We must remain curious about the whole ecosystem of sustainable fashion as so we're not in a bubble while things move.

For MII team members (volunteers, interns, contractors, and staff)

Does Nicole inspire you to do your best work for MII?

12 responses

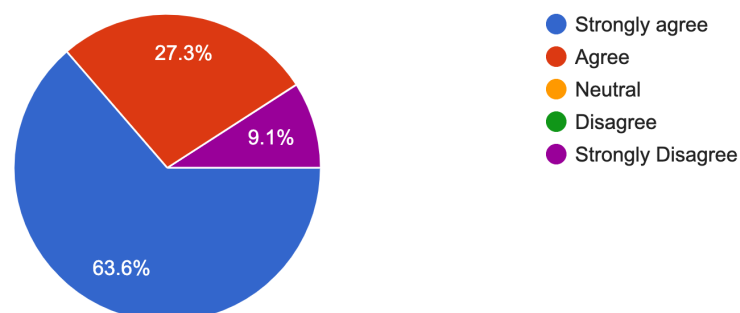


Positive responses

- Nicole's work ethic is truly inspiring. Her compassion makes me want to work even harder.
- Nicole is the best boss I've ever had.
- Her vision and passion are the fire for the rest of us to do a great job
- I want to do my best for her and in partnership with her. She has this innate ability.

Nicole provides regular feedback that I find helpful in my role.

11 responses

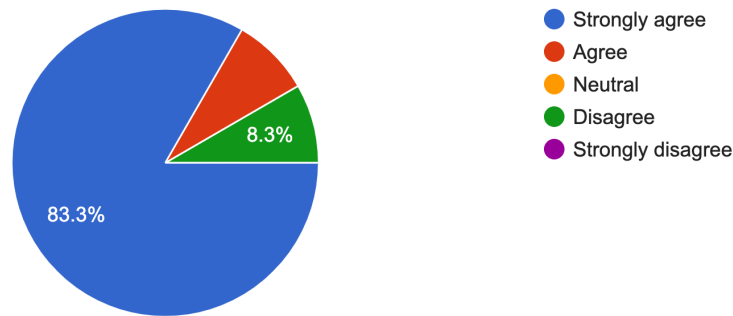


Neutral responses

- She often tells me I'm doing well because I think she knows I "need" feedback (insecurity). The flipside to that is that I wonder if she'll call me out on my mistakes / sub-par work!

I feel comfortable bringing an issue, whether professionally or personally, to Nicole.

12 responses

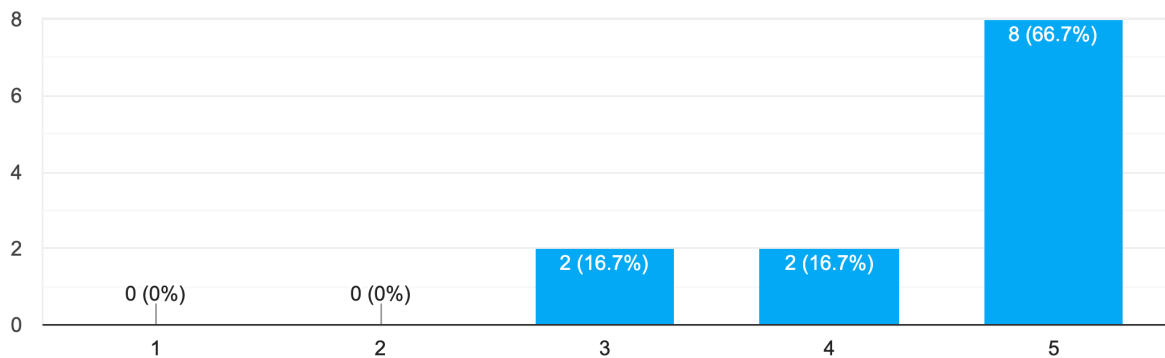


Positive responses

- I sometimes feel like I just make excuses to Nicole, but she is always understanding and comes with a listening ear. I would feel comfortable telling her anything.
- Very strongly agree here.

Nicole "practices what she preaches." She emulates what she wishes to see from other MII team members.

12 responses



1 - Nicole does not practice what she says

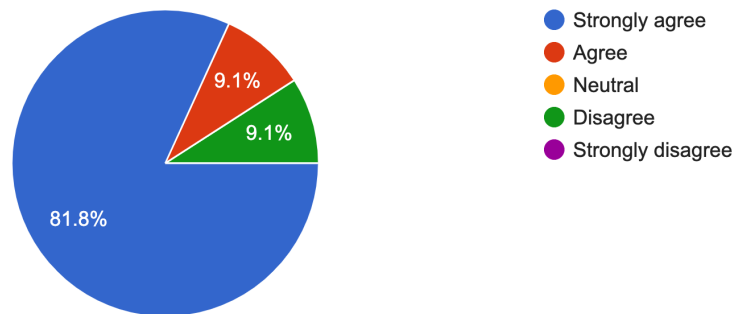
5 - Nicole always practices what she says

Positive responses

- Nicole encourages and demonstrates with attitudes how she expects everyone to act.
- Absolutely!
- She truly wants everyone to have a healthy work/life balance, but she has too much to do.
- As I said, she "walks the walk" and "talks the talk"
- Here again, I think Nicole really tries to practice what she preaches. This year has been a(nother) whirlwind, though. It's amazing how well she is holding up.

If I had a complaint or grievance about another MII team member, I would feel comfortable raising it with Nicole.

11 responses



Positive responses

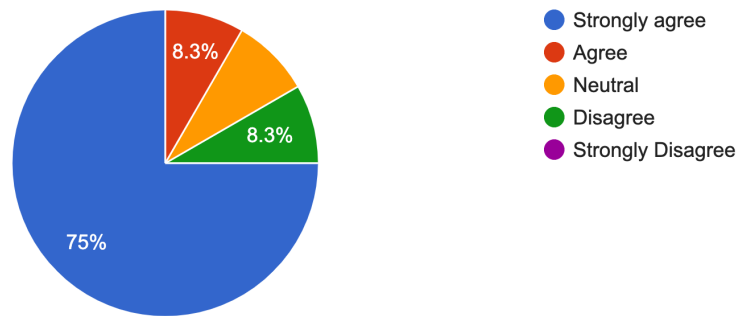
- *Her judgment and insight is awesome. I would start using her to run by my issues with friends too!*
-

Neutral responses

- While I would be comfortable speaking to Nicole, I may go to Cort for a complaint or grievance as she serves more of an HR role depending upon the issue

If I had an issue with Nicole, a decision she made, or the way in which she was working, I would feel comfortable raising it with her directly.

12 responses



Positive responses

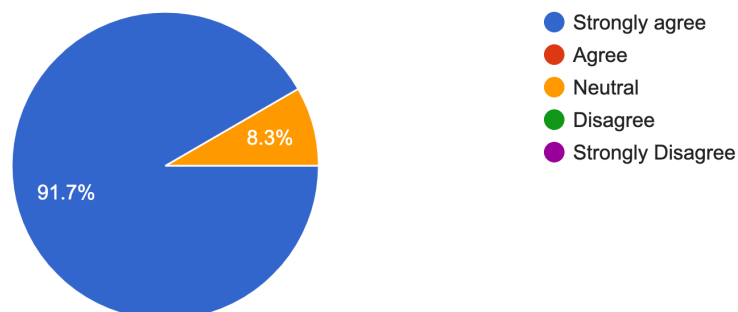
- I have raised issues with Nicole and we've had productive conversations around it. I wouldn't hesitate.

Neutral responses

- I do this frequently. Sometimes, though, she has to hear it from others before she changes her mind.

Nicole is committed to making MII a good place to work.

12 responses



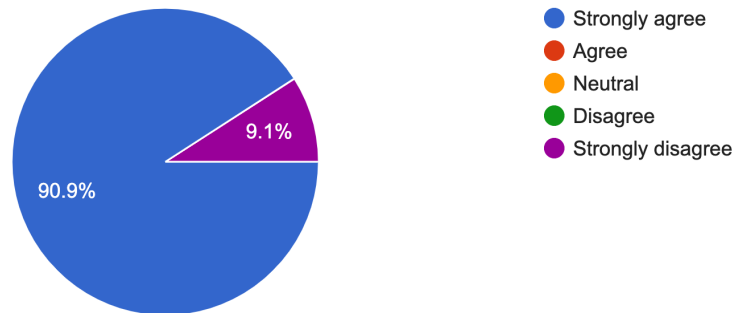
Positive responses

- I think more than most other regulatory things, Nicole is very focused on making sure MII is good to its people and it's a good place to work.

- It's very important to her that the team feels respected and heard.

Nicole supports me and my work at MII.

11 responses



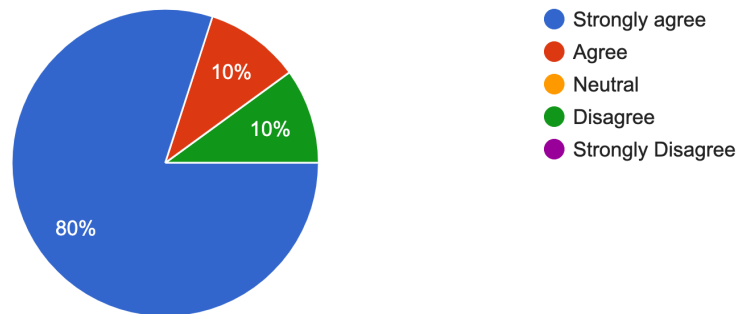
No responses recorded.

What could Nicole do to make you feel more supported at MII?

- Nothing comes to mind.
- Nothing. She is completely supportive of everything I bring to her. She may not agree on it, but she hears me out and challenges me to look at it in a different manner.
- Nothing.
- As part of our growing pains, if I was able to have additional staff within my department to split tasks, I would be more effective and productive.
- Buy a money printing machine. :)
- Can't think of a thing.
- Can't think of anything further.

Nicole empowers me in my role at MII.

10 responses



Positive responses

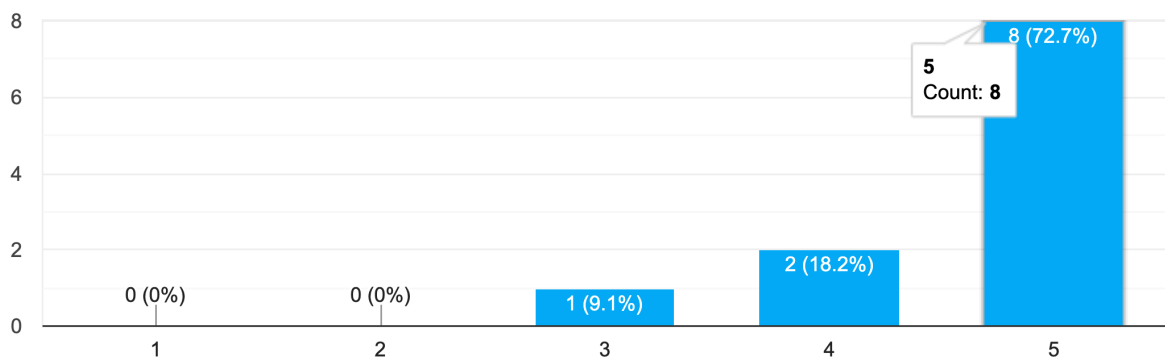
- I sometimes think my role is seen as less important or as if anyone could do it, but Nicole trusts my instincts, listens to my thoughts, and is supportive throughout. I never have to worry that I need Nicole's approval before making a decision.
- She is open to hearing whatever ideas I have to become more educated in my role - in fact, she brought them to me!

Neutral responses

- Not sure what this means.

Nicole manages at an appropriate level.

11 responses



1 - Nicole micromanages appropriately

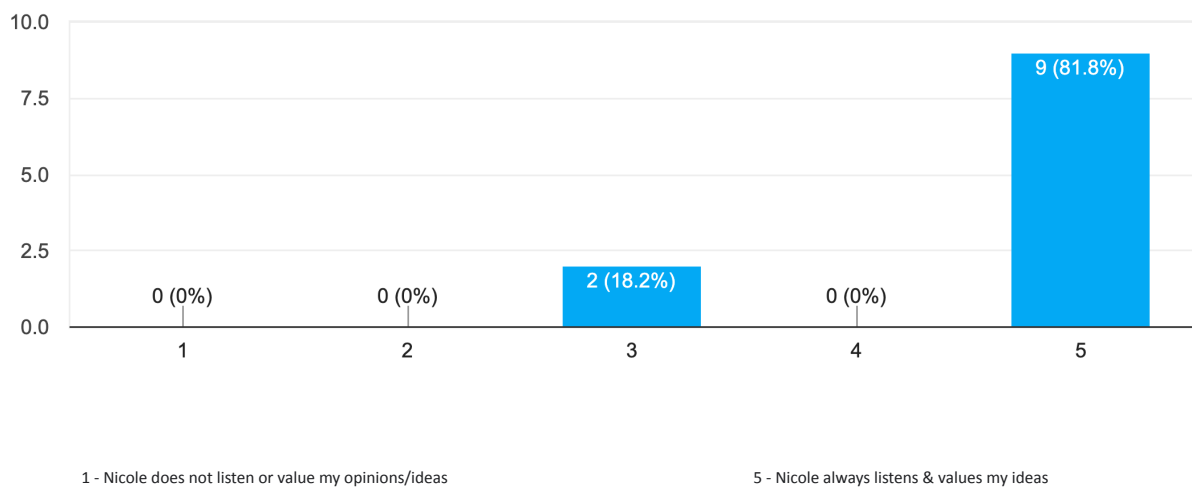
5 - Nicole manages me at an appropriate level

Positive responses

- Micromanager is one of the last words I would ever use to describe her. So appreciated.
- Nicole is far from a micromanager
- I think we have a great balance with a weekly check-in, and ad hoc emails/slack for other needs.
- As there is so much we do together, I feel both freedom and properly managed by Nicole.

Nicole values my opinions and ideas. I feel like Nicole listens to me when I raise an idea or concern.

11 responses



Positive responses

- I feel my input is taken extremely seriously. I have seen my ideas or concerns implemented constantly.

Responses regarding improvement

- I sometimes feel that Nicole is already on to the next thing before I have understood the previous discussion.

One way in which Nicole could improve as a manager is. . .

Nothing

- Nothing I can think of at all.

Taking too much on / being too busy

- If MII were financially secure, she could stop having to take every shot and jump through every hoop. Trying to appeal to every potential funder, answer every inquiry and disagreement, and engage in every discussion takes far more time than anyone realizes.

- Delegate to dominate!

Other

- by not creating documents/spreadsheets on individual calls. I need more time to process and plan before starting to work. I feel distracted and harried as I try to keep up.
- To feel less compelled to invite team members to contribute personal 'likes' or pets or whatever as a way to bond and connect since we are all remote. Everyone on the team is lovely but I don't want to spend more time on Slack Channels than is necessary. I don't think this was Nicole's idea, but I don't know if not participating in these friendly connections makes me seem unfriendly! Actually, I'm sure I could bring this up with Nicole and she wouldn't care if I don't submit whatever the weekly thing is.

One thing I would like to see Nicole work on as a leader and/or MII's CEO in the coming year is. . .

Prioritizing / being too busy / time

- Prioritizing more so she can do less herself.
- Taking more time to plan
- Taking care of herself.

Other

- Working on ways to prevent siloing of departments. I think the more integrated we are the more effective we can be.
- I would like Nicole to see the result and effort of each team member and take advantage of their qualities to further accelerate MII's growth.
- Thought leadership development

Nothing / don't know

- don't know
- Nothing I can think of

For MII Board Members

Nicole is good at engaging and communicating with MII Board members.

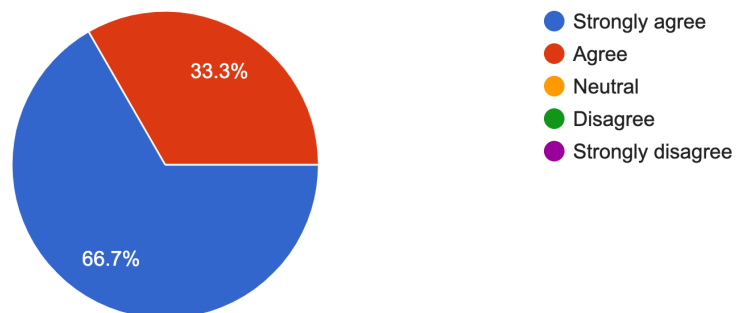
3 responses



No responses recorded.

Nicole keeps the Board of Directors appropriately informed in a timely manner.

3 responses



No responses recorded.

Nicole is good at keeping MII legally compliance and in line with best nonprofit practices.

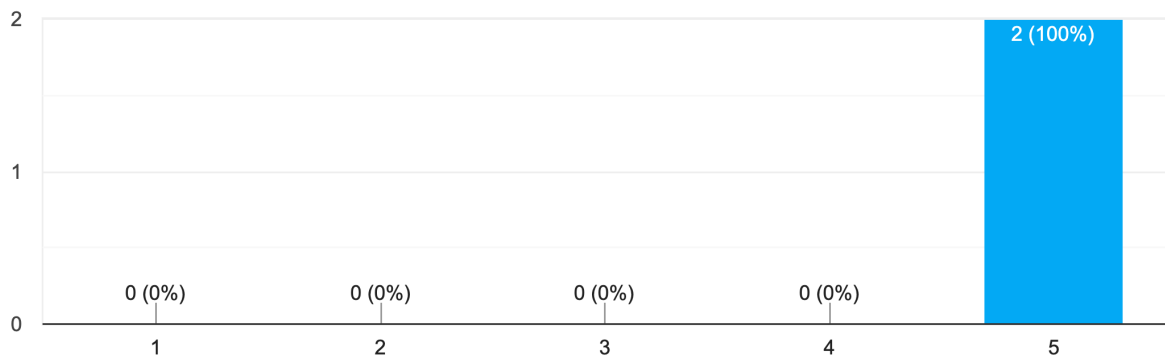
3 responses



No responses recorded.

Nicole has met the goals we set for her in the last year.

2 responses



1 - Nicole has not met any goals

5 - Nicole has met every goal in the last year

No responses recorded.

Nicole sets appropriately ambitious goals for MII and its staff.

3 responses



No responses recorded.

Nicole has built an experienced and capable MII team.

3 responses

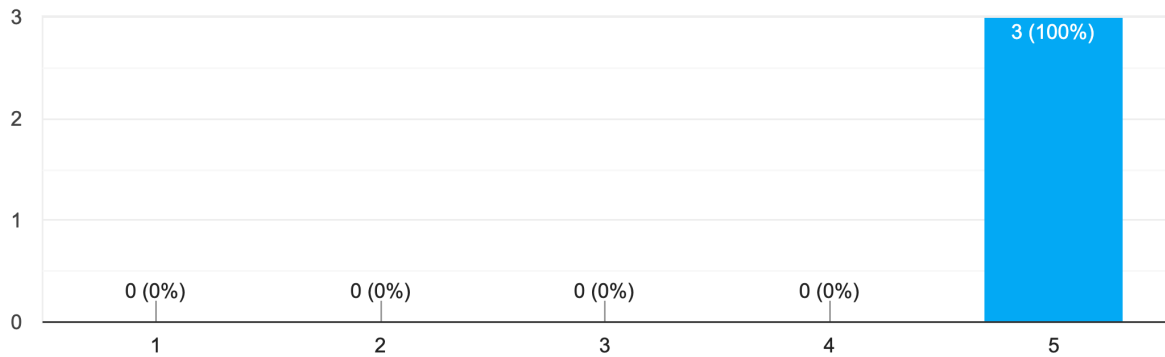


Positive responses

- I have complete confidence in the current staff and her vision to fill open heads

I trust Nicole to lead MII to success without compromising its or my reputation.

3 responses



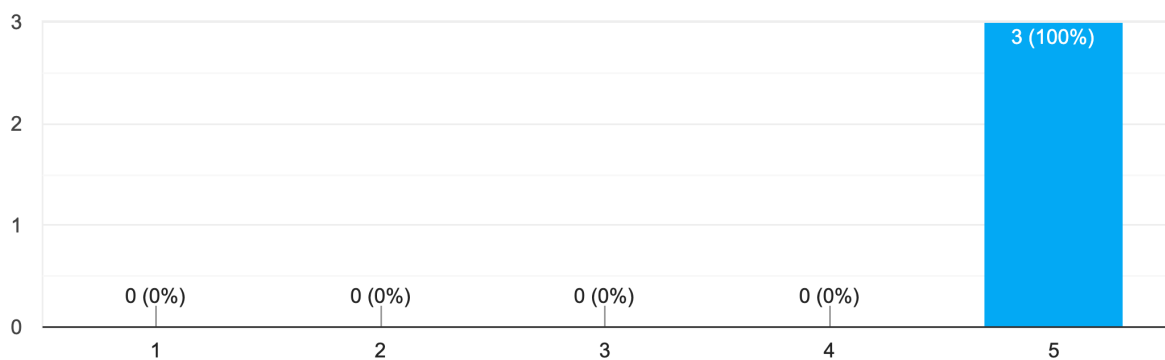
1 - I do not trust Nicole

5 - I trust Nicole

No responses recorded.

Nicole shows good judgment and analysis in her role as CEO of MII.

3 responses



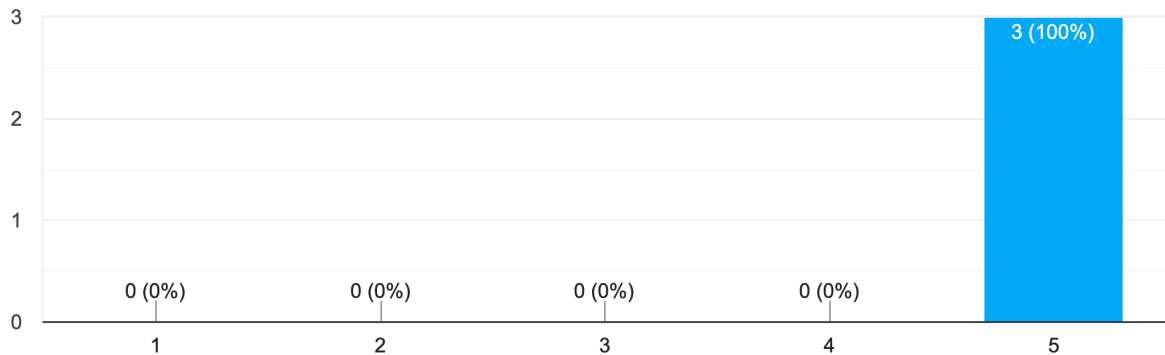
1 - Nicole does not show good judgment

5 - Nicole shows great judgment

No responses received.

I trust MII's finances being in Nicole's control, including her financial decisions on behalf of MII.

3 responses



1 - I do not trust MII's finances with Nicole

5 - I fully trust Nicole with MII's finances

No responses received

Something I would like to see Nicole work and/or focus on in the coming year is. . .

- In my perfect world, she would have the full staff she needs to be able to get out of the weeds of certain tasks and be big picture - I know that Nicole probably would love this as well, just hasn't been possible
- Taking more time for herself.