

Martin Smith

2024 Nabis Annual Reviews

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MANAGER REVIEW

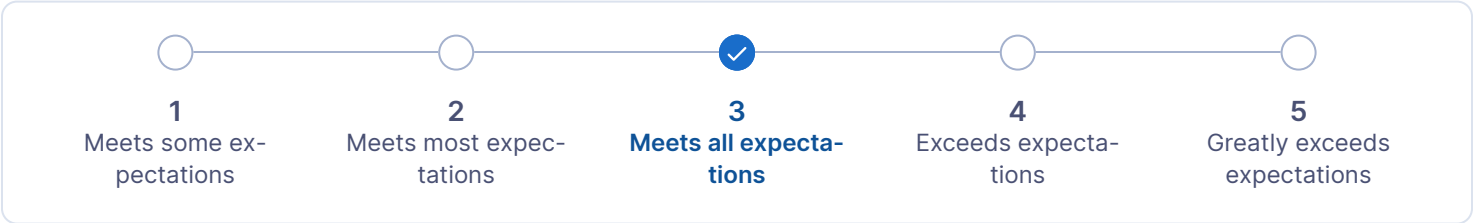
Tejas Kotecha 2

RESPONSES OVERVIEW

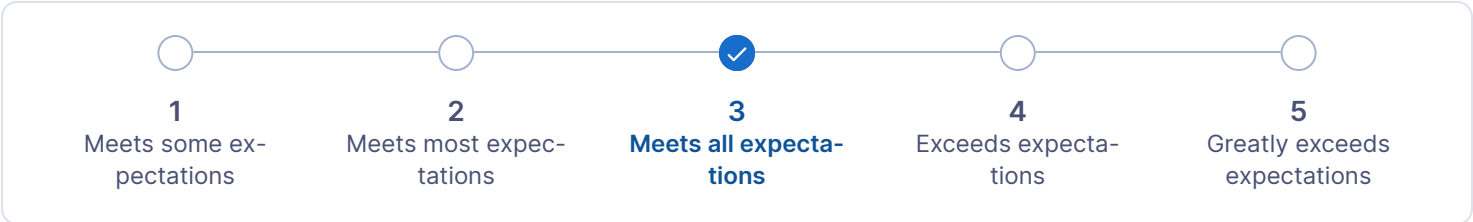
By reviewer 2

By question 8

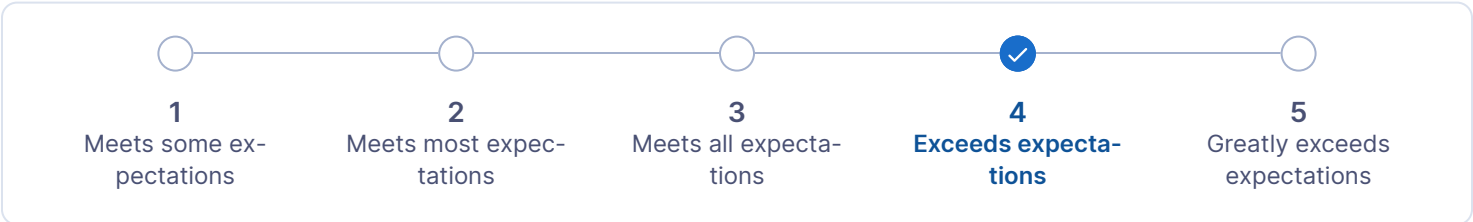
1. How well does this person Obsess Over Their Customer, work to build long term partnerships, and do they constantly raise the bar?



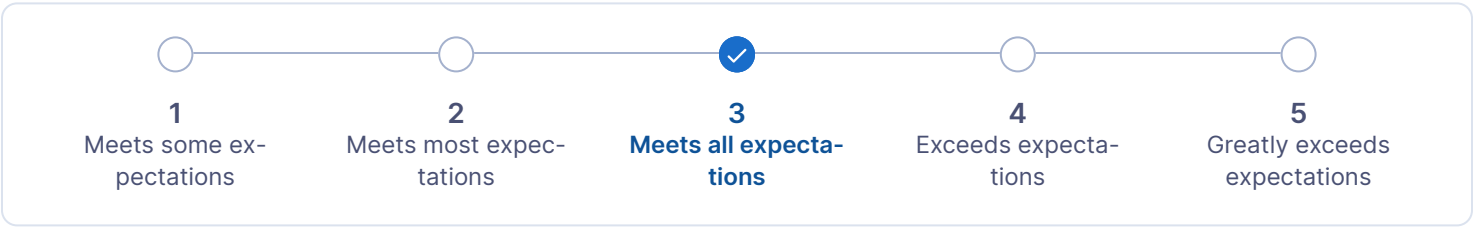
2. How would you rate this person's decision-making capabilities in their role against their level of responsibility and accountability? Do they work with an end goal in mind, Provide a Clear Vision and communicate these goals sufficiently?



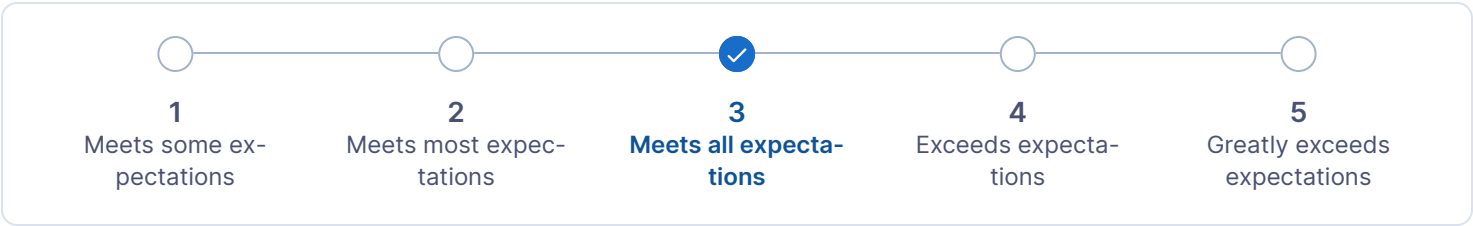
3. How would you rate this person's ability to Execute Relentlessly, completing their work thoroughly with care and attention to detail, following Nabis' established SOPs?



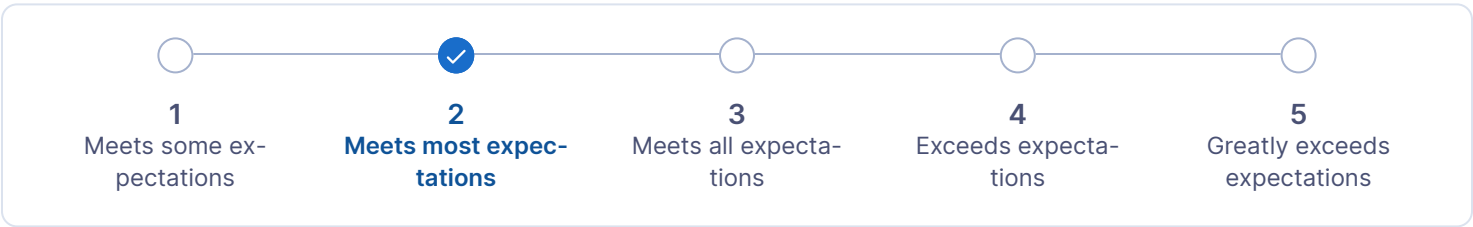
4. How well does this person Focus on the Bottom Line to achieve more with less, are they resourceful and innovative? Do they look to achieve these results by focusing on scalability and sustainability?



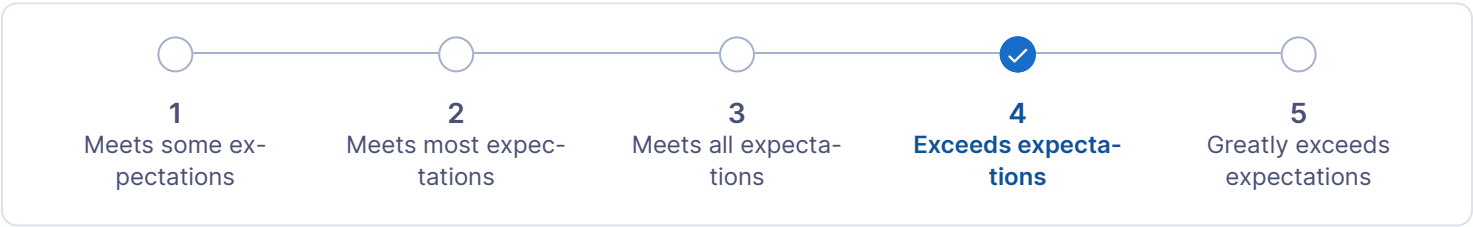
5. How well does this person bring The Right Attitude, respect the process, and work to win the right way?



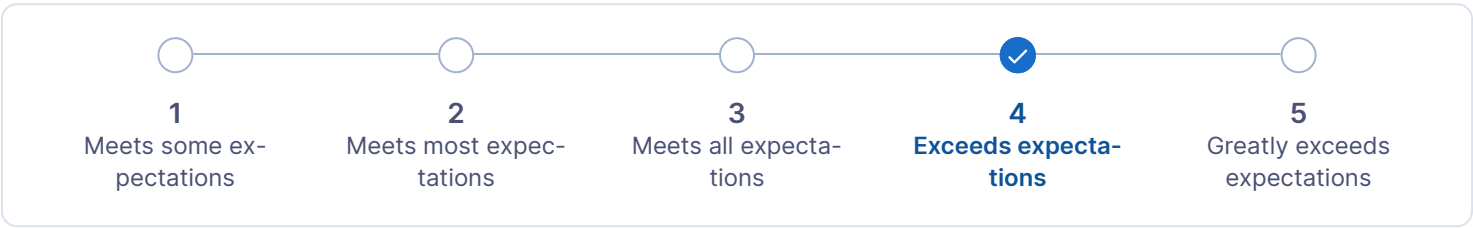
6. How would you rate this person's ability to Lead Together? How well do they develop others and work in a collaborative manner, explaining the “why” behind decisions and the value of empathy?



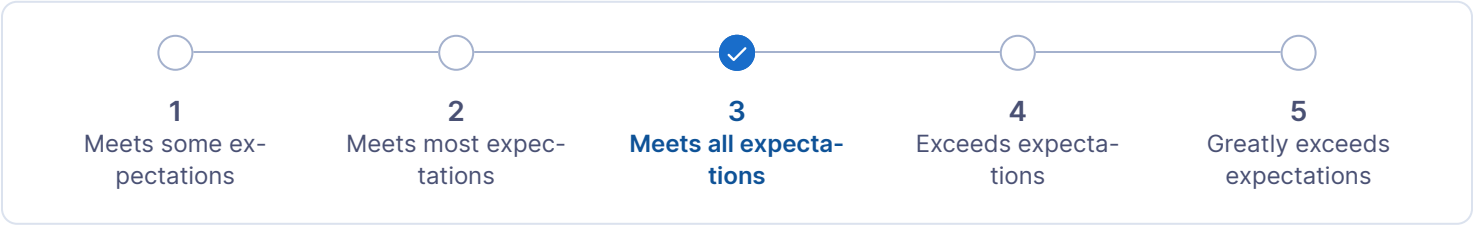
7. How well does this person drive business solutions and focus on the most important problems? Do they solve these problems with speed, accuracy, and accountability, learning from their mistakes?



8. How would you rank this person’s annual progress against their Objectives and Key Results?



9. How effectively did this person achieve their set KPIs? How much direct impact did this person’s work have on their department results?



10. What are this person’s greatest strengths, accomplishments, and successes over this review period?

Martin has been a strong addition to the Nabis engineering team, quickly making an impact in his core area of DevOps. Since joining, he’s done a great job implementing Agile best practices, which have significantly improved our sprint planning. His changes brought predictability to the process, ensured workloads remain manageable, and reduced the issue of tasks constantly rolling over.

Beyond process improvements, Martin has been hands-on and proactive. He partnered with KC on initiatives like right-sizing our databases, cleaning up unused instances, and proposing infrastructure changes to drive cost savings. On top of that, he successfully negotiated better vendor pricing for some of our software tools—delivering real value for the team.

One of Martin's standout moments came when we needed to transition away from HQ contractors. He took the lead on this initiative, working closely with stakeholders and offshore teams to quickly implement critical scripts. Not only did Martin ensure the migration was successful, but he also improved the security posture and deployment process along the way. This clean migration saved Nabis millions in costs—an enormous win for the company. Following this effort, Martin further supported the Biz Apps team by establishing clear processes for handling new integrations and proposing architectural changes to set us up for long-term success.

In Q4, Martin also collaborated with Louie, Cooper, and Josh to develop our first ML pipelines. This work led to a successful POC for an ML model predicting default days—an exciting milestone led by Louie but supported significantly by Martin's contributions.

Overall, Martin's ability to balance process improvements, hands-on technical contributions, and cross-functional leadership has made him a valuable member of the team. His impact this year has been impressive, and I look forward to seeing how he builds on this momentum in the coming year.

11. What are this person's areas of development and what support, training, and tools do they require to accomplish these goals?

Overall, Martin is highly collaborative, easy to work with, and consistently customer-focused. However, his strong dedication to clean architecture and processes has, at times, caused friction with other team members, who have occasionally perceived his approach as overly rigid or officious.

My suggestion for Martin would be to approach these situations with a bit more tact and flexibility. By balancing his high standards with a more collaborative tone, he can reduce the possibility of misunderstandings and ensure smoother teamwork.

Direct reports

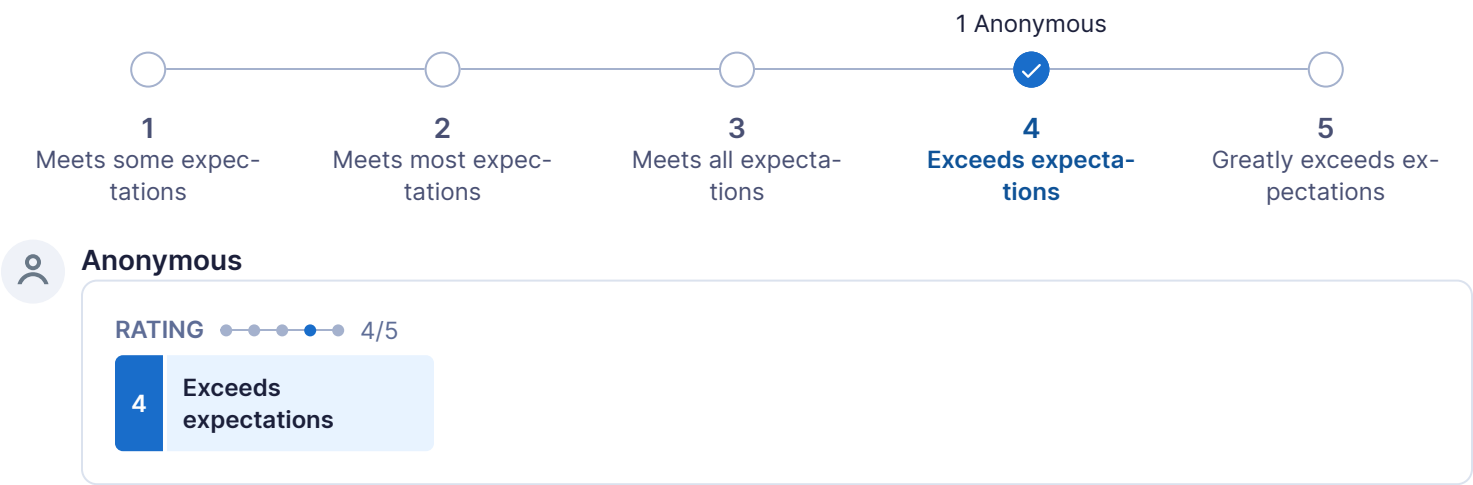
To preserve anonymity, your reports responses can be found in the [Responses overview by question](#) section.

Peer reviews

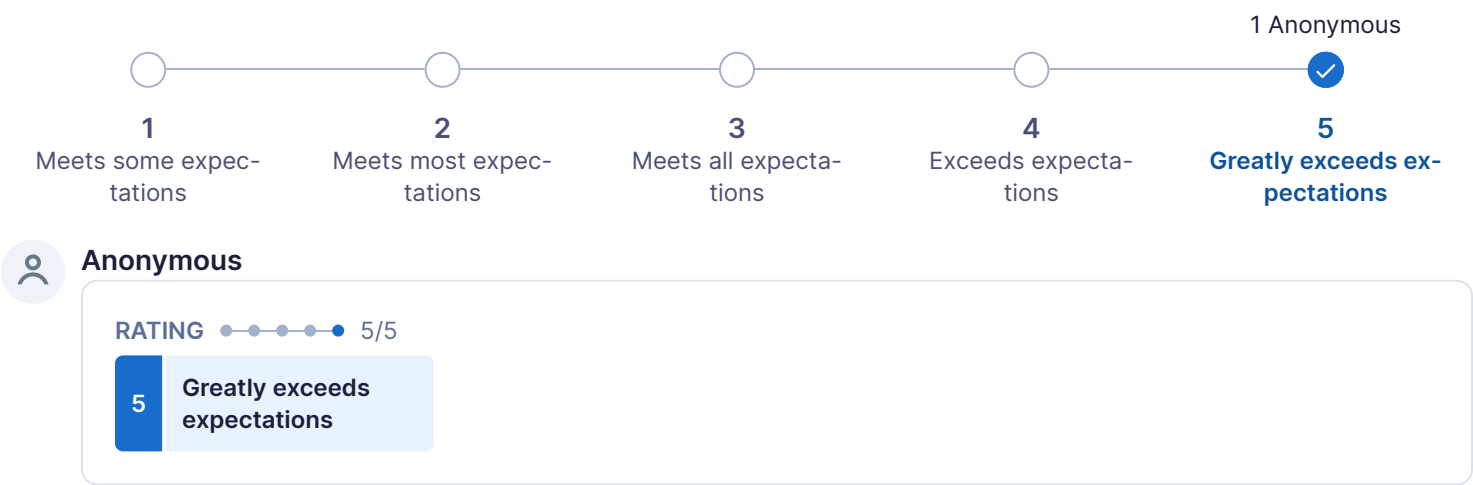
To preserve anonymity, peer reviewers responses can be found in the [Responses overview by question](#) section.

Responses overview by question

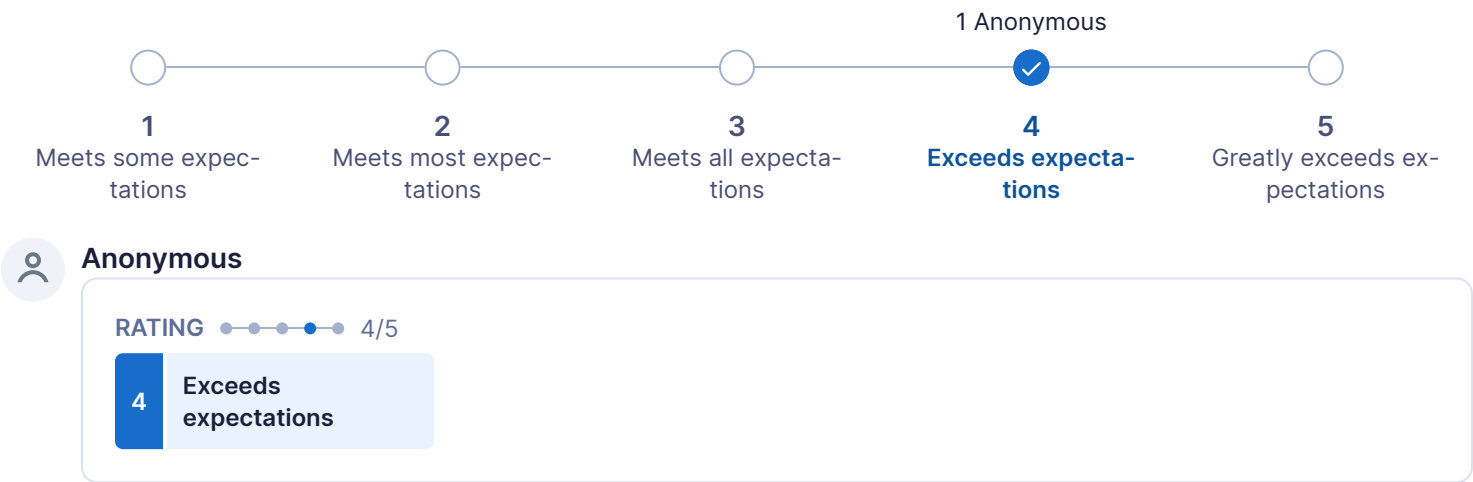
1. How well does your manager Obsess Over Their Customer, work to build long term partnerships, and do they constantly raise the bar?



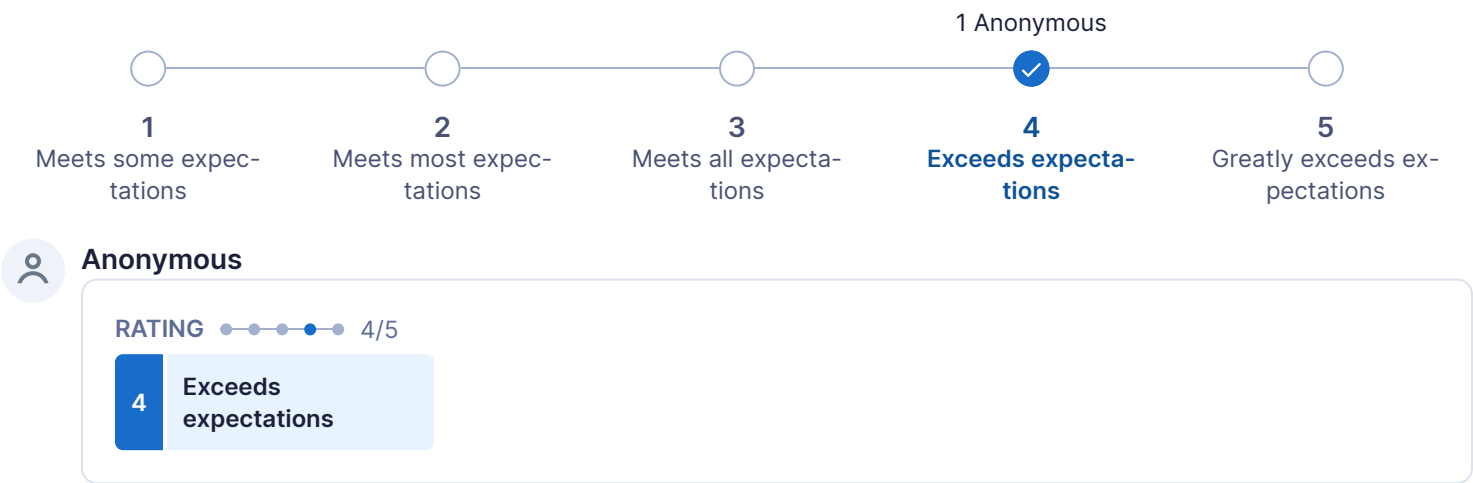
2. How well does your manager work with an end goal in mind? Do they define goals, Provide a Clear Vision and communicate priorities so they can follow up on your progress?



3. How would you rate your manager’s ability to Execute Relentlessly, completing their work thoroughly with care and attention to detail?





4. How well does your manager Focus on the Bottom Line to achieve more with less, are they resourceful and innovative? Do they look to achieve these results by focusing on scalability and sustainability?



5. How well does your manager encourage your team to Lead Together? How well do they develop others and work in a collaborative manner, explaining the “why” behind decisions and the value of empathy?



 Anonymous


RATING  4/5


4

Exceeds expectations

6. How well does your manager bring The Right Attitude, respect the process and work to win the right way?



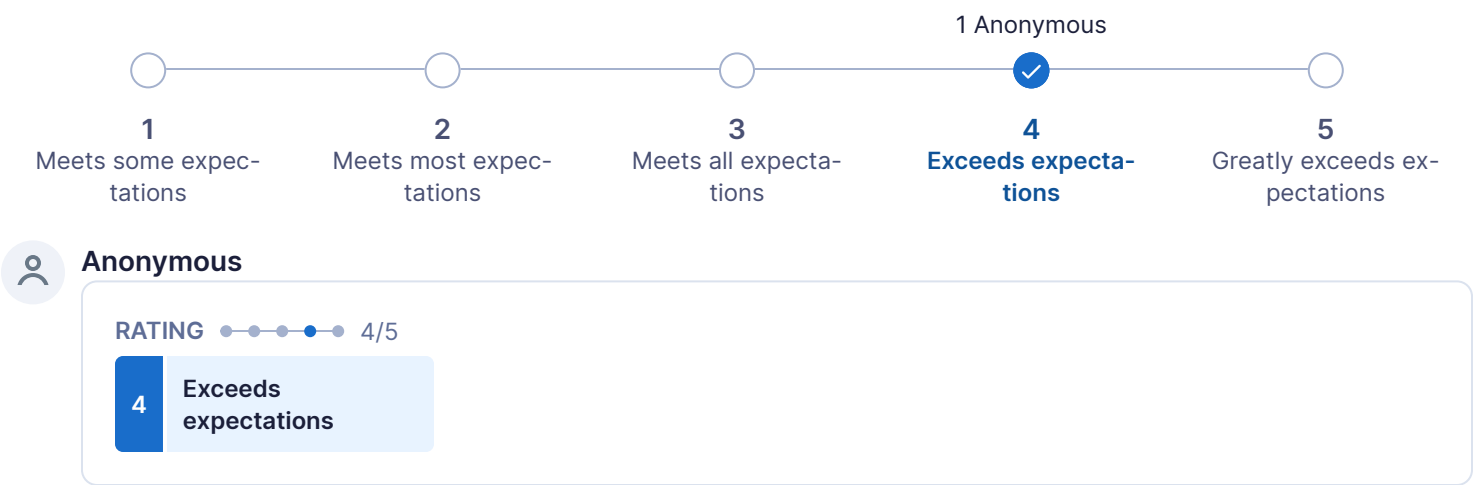
 Anonymous

RATING  5/5

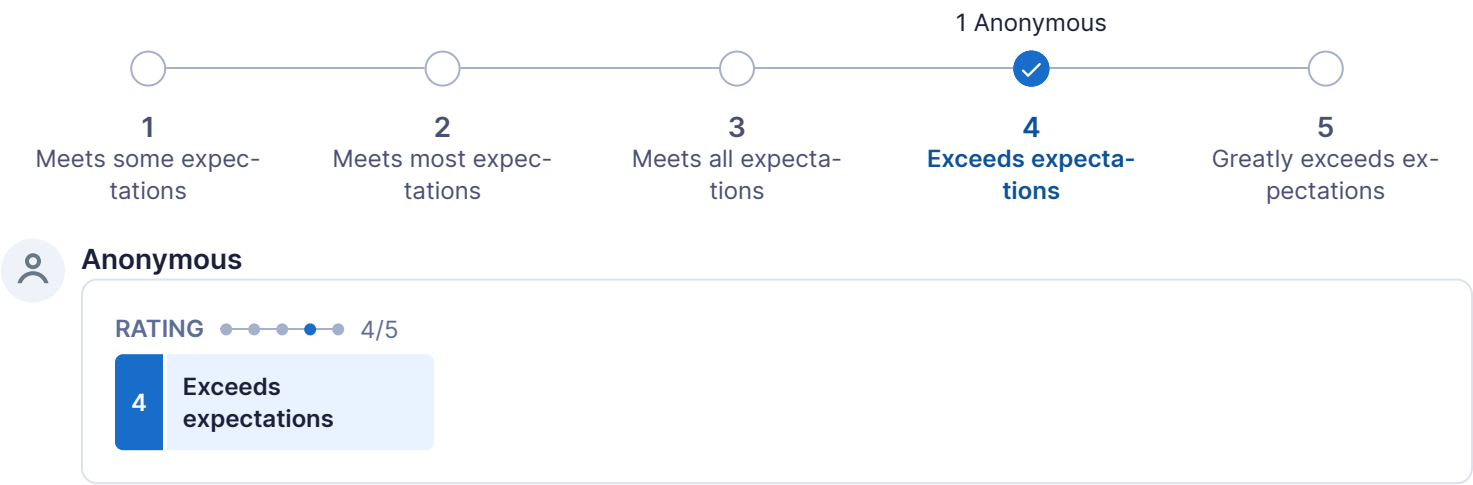
5

Greatly exceeds expectations

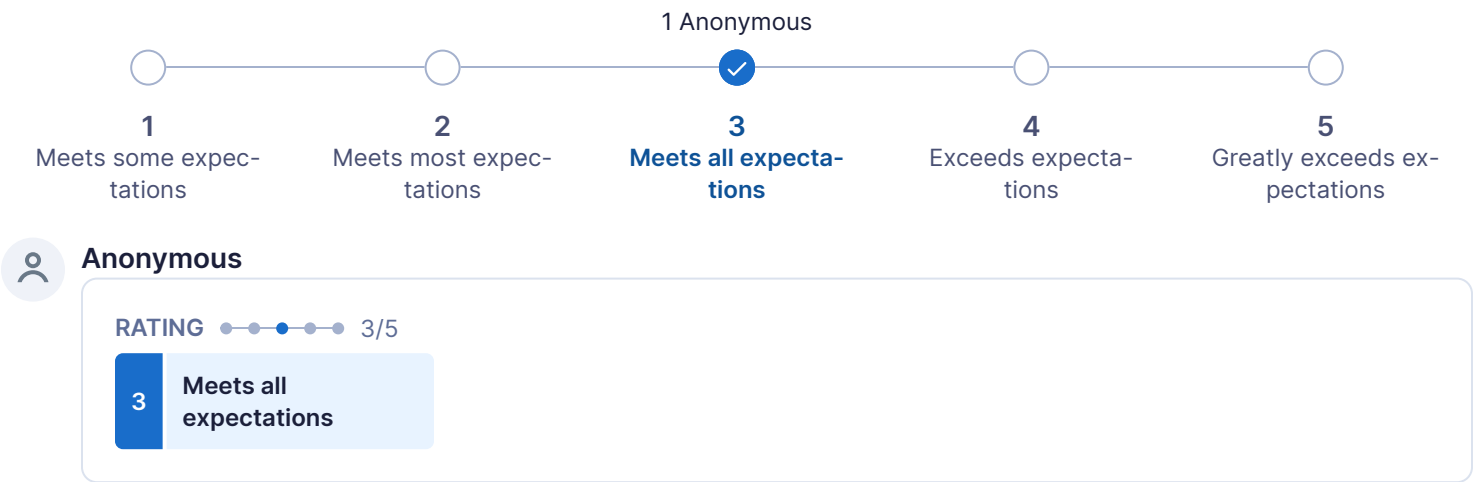
7. How well does your manager drive business solutions and focus on the most important problems? Do they solve these problems with speed, accuracy, and accountability, learning from their mistakes?



8. How would you rank your manager’s ability to support you in your annual progress against your Objectives and Key Results?



9. How effectively was your manager in helping you achieve your set KPIs? How much direct impact did they help you have on your department results?



10. What are your manager's greatest strengths and what are some specific ways that they have helped you achieve your goals?

Anonymous

Martin has been a fantastic addition to the Nabis team this year. He excels in project management, and effectively aligning the team with business objectives. He diligently follows up on tasks, ensuring they are seen through to resolution. Since joining, Martin has quickly taken on several additional responsibilities to support the evolving needs of the business.

His oversight, support, and expertise enabled the Nabis Engineering team to expand into a new Python-supported deployment scope. This transition not only allowed Nabis to inherit but also to optimize, consolidate, and enhance these processes, driving additional value for the business. Leaning into automation wherever possible.

Martin prioritizes alignment and one-on-one conversations, increasing opportunities for these interactions during his time here. He is always ready to provide thoughtful support, constructive feedback, and valuable insights when approached with questions or while reviewing completed work. Martin consistently provides thoughtful insights, addressing challenges with a balanced and solution-focused approach allowing for conversations to feel productive.

11. What are your manager’s biggest areas of development so they can better help you succeed in your role?

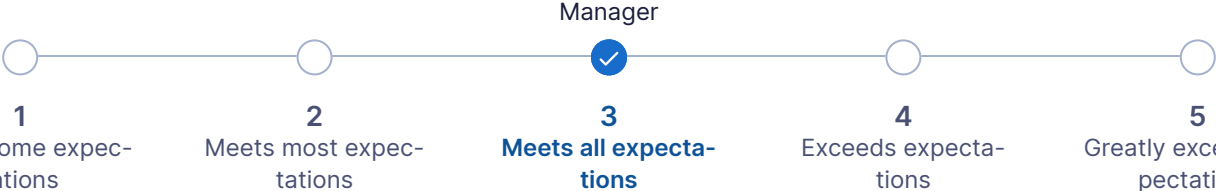
 **Anonymous**

Martin has been working very closely with our python teams, helping them from package up their code, to Deployment Issues, and everything in-between. While this is appreciated would like to encourage Martin to try to be a bit more hands off with Merges and Deployments in relation to these scopes, and work with engineers to help build their own confidence in the process (approvals/merges/deployments). So teams can push through MR's and deployments without direct intervention from the DevOps team.


Martin has been highly responsive to the needs of the business, which has led to him taking on additional responsibilities, including administrative and planning work. While this overlap means he spends less time on Infrastructure and DevOps-specific tasks, Martin tackles this challenge by staying aligned with priorities and ensuring critical needs are met, all while remaining available for support. Want to encourage martin to try and not spread himself too thin.

12. How well does this person Obsess Over Their Customer, work to build long term partnerships, and do they constantly raise the bar?

Manager



1 Meets some expectations 2 Meets most expectations 3 **Meets all expectations** 4 Exceeds expectations 5 Greatly exceeds expectations

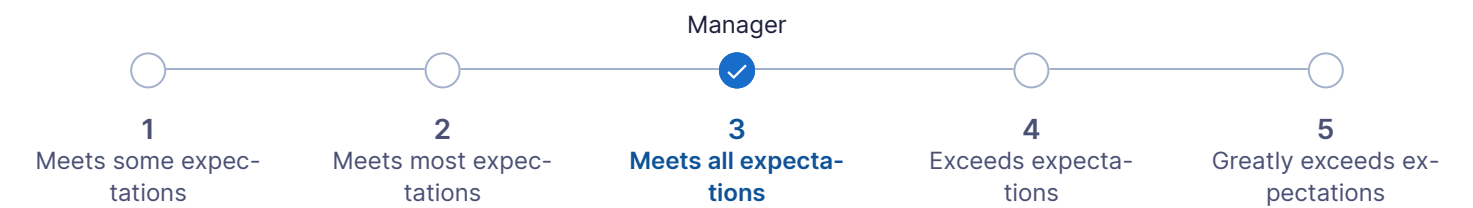
 **Tejas Kotecha** Manager

RATING ●●●●● 3/5

3

Meets all expectations

13. How would you rate this person's decision-making capabilities in their role against their level of responsibility and accountability? Do they work with an end goal in mind, Provide a Clear Vision and communicate these goals sufficiently?



TK

Tejas Kotecha

Manager

RATING

3/5

3

Meets all expectations

14. How would you rate this person's ability to Execute Relentlessly, completing their work thoroughly with care and attention to detail, following Nabis' established SOPs?



TK

Tejas Kotecha

Manager

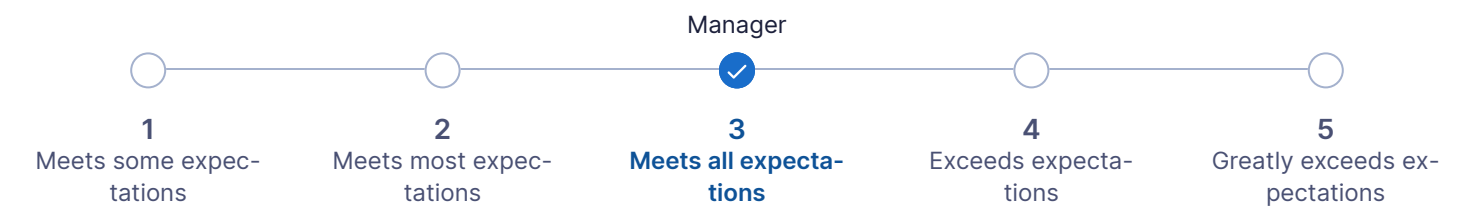
RATING

4/5

4

Exceeds expectations

15. How well does this person Focus on the Bottom Line to achieve more with less, are they resourceful and innovative? Do they look to achieve these results by focusing on scalability and sustainability?

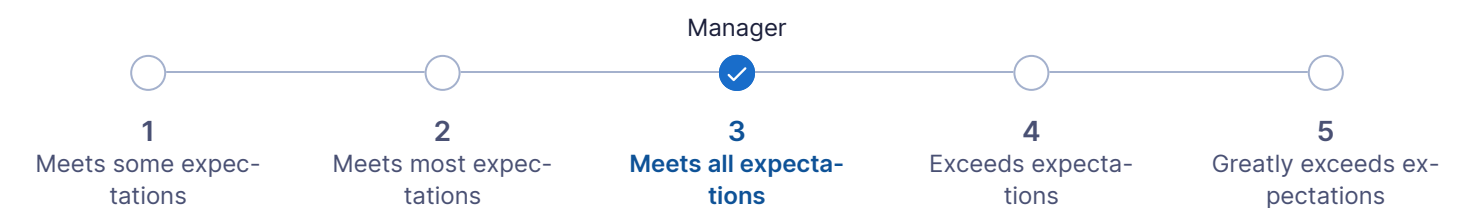


TK Tejas Kotecha Manager

RATING 3/5

3 Meets all expectations

16. How well does this person bring The Right Attitude, respect the process, and work to win the right way?



TK Tejas Kotecha Manager

RATING 3/5

3 Meets all expectations

17. How would you rate this person’s ability to Lead Together? How well do they develop others and work in a collaborative manner, explaining the “why” behind decisions and the value of empathy?



TK Tejas Kotecha Manager

RATING 2/5

2 Meets most expectations

18. How well does this person drive business solutions and focus on the most important problems? Do they solve these problems with speed, accuracy, and accountability, learning from their mistakes?

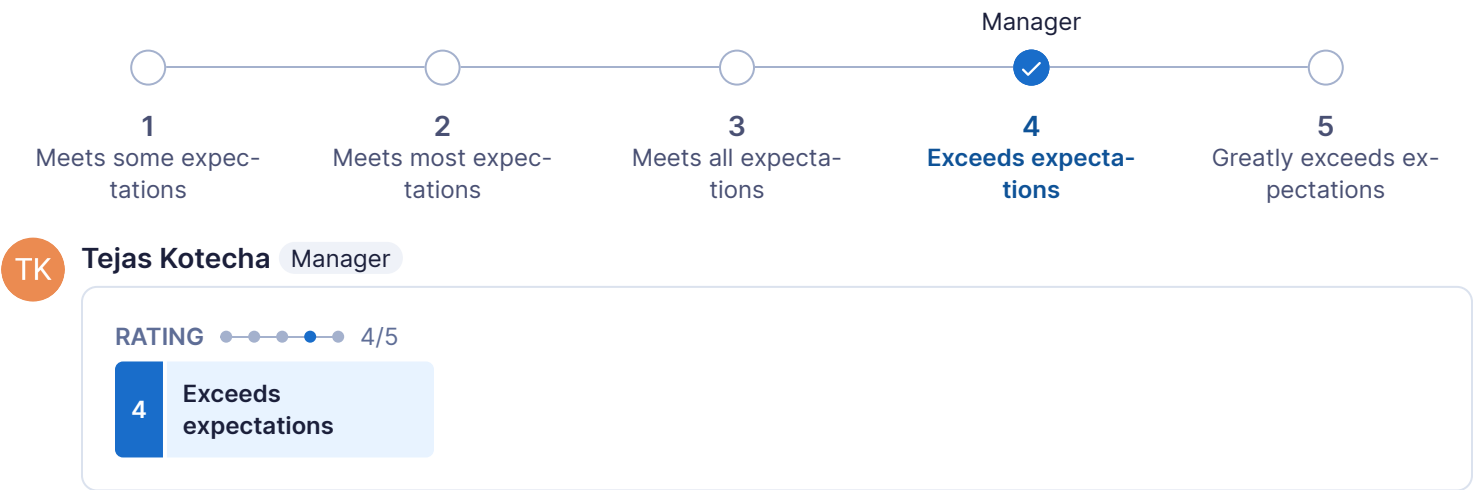


TK Tejas Kotecha Manager

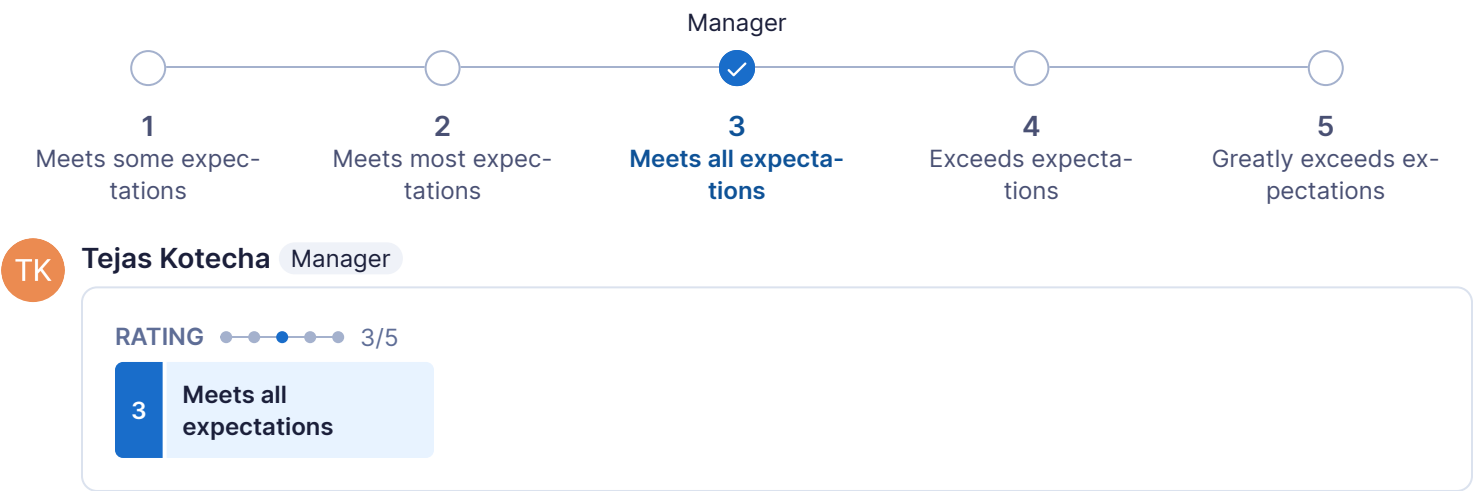
RATING 4/5

4 Exceeds expectations

19. How would you rank this person’s annual progress against their Objectives and Key Results?



20. How effectively did this person achieve their set KPIs? How much direct impact did this person’s work have on their department results?



21. What are this person's greatest strengths, accomplishments, and successes over this review period?

TK **Tejas Kotecha** Manager

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22. What are this person’s areas of development and what support, training, and tools do they require to accomplish these goals?

TK Tejas Kotecha Manager

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23. How well does this person Obsess Over Their Customer, work to build long term partnerships, embody high standards and work to constantly raise the bar?



Anonymous

RATING 3/5

3

Meets all expectations

Anonymous

RATING 4/5

4

Exceeds expectations

24. How would you rate this person’s decision-making capabilities in their role against their level of responsibility and accountability? Do they work with an end goal in mind, Provide a Clear Vision and communicate these goals sufficiently?



Anonymous

RATING

3/5

3

Meets all expectations

Anonymous

RATING

4/5

4

Exceeds expectations

25. How would you rate this person’s ability to Execute Relentlessly, completing their work thoroughly with care and attention to detail, following Nabis' established SOPs?



Anonymous

RATING

3/5

3

Meets all expectations



Anonymous

RATING ●●●●● 4/5

4 Exceeds expectations

26. How well does this person Focus on the Bottom Line to achieve more with less, are they resourceful and innovative? Do they look to achieve these results by focusing on scalability and sustainability?



Anonymous

RATING ●●●●● 3/5

3 Meets all expectations

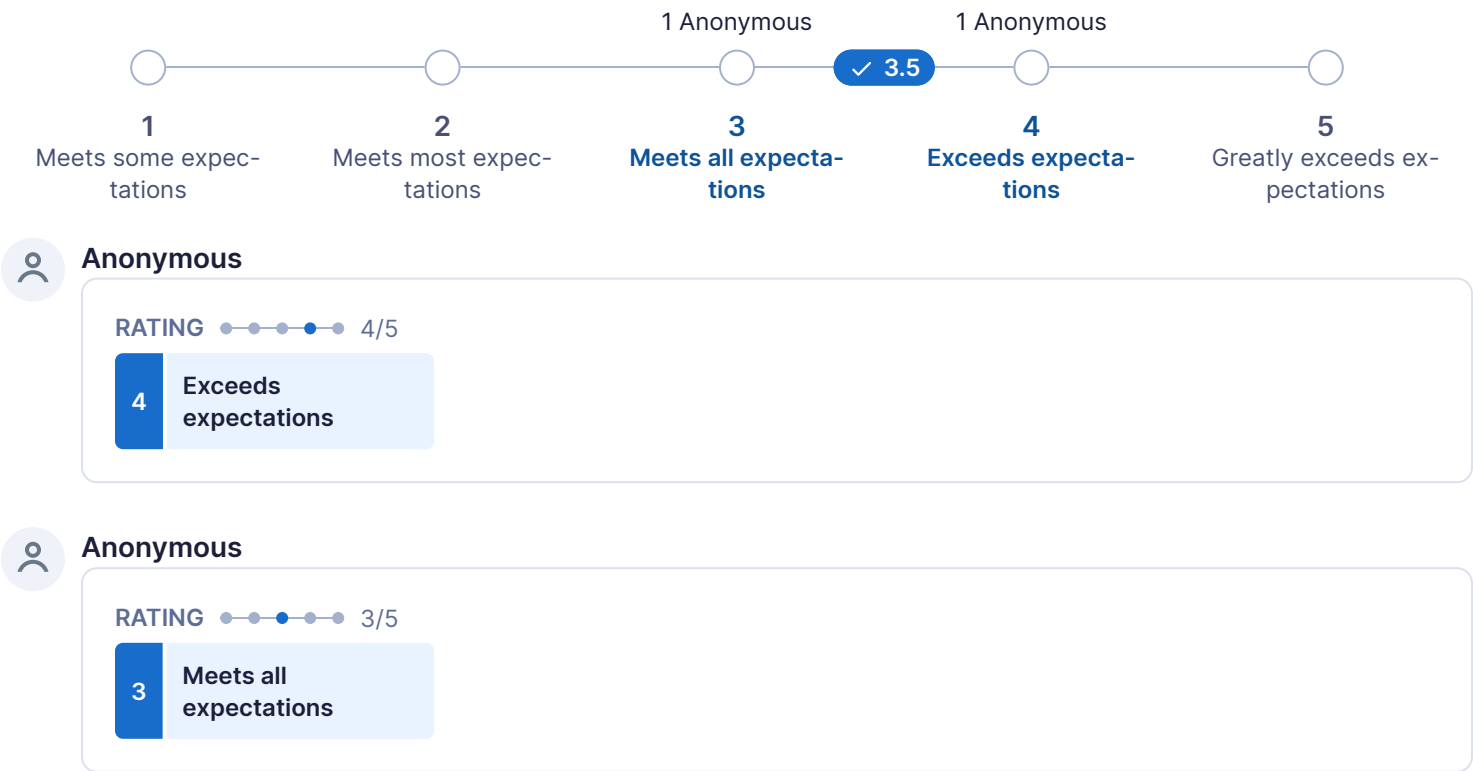


Anonymous

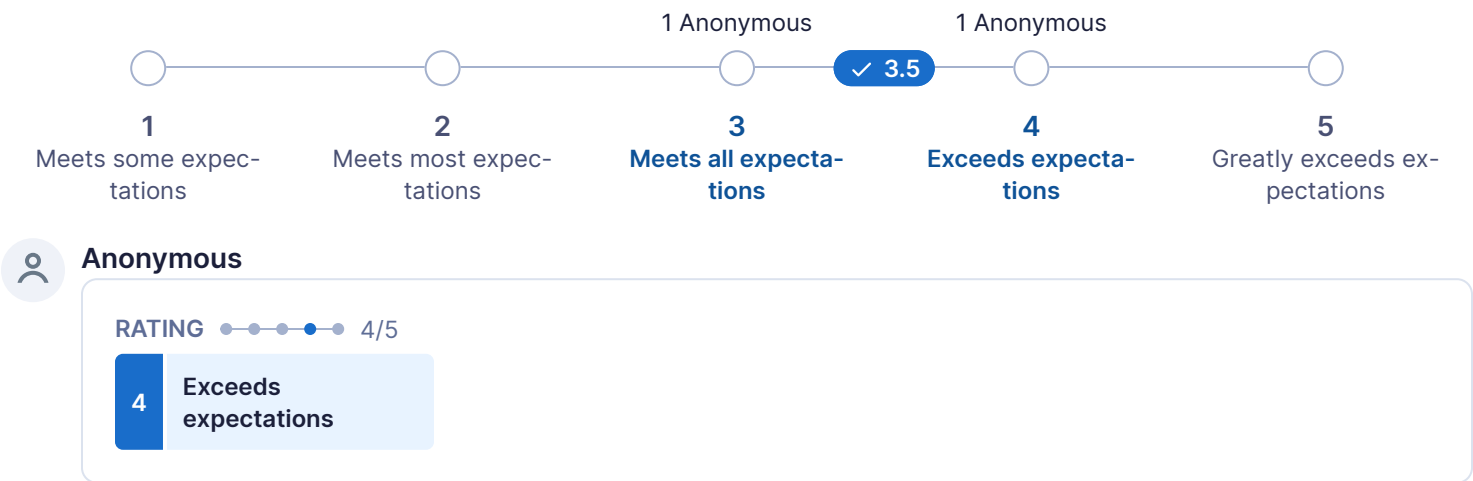
RATING ●●●●● 4/5

4 Exceeds expectations

27. How well does this person bring The Right Attitude, respect the process, and work to win the right way?



28. How would you rate this person’s ability to Lead Together? How well do they develop others and work in a collaborative manner, explaining the “why” behind decisions and the value of empathy?





Anonymous

RATING  3/5

3

Meets all expectations

29. What are this person's greatest strengths, accomplishments, and successes over this review period?



Anonymous

Martin brings a high-level of technical talent that he also is able to translate into digestible communication regardless of who he is working with. He's also demonstrated a talent for understanding operating abilities, balancing that with technical considerations. This is visible through his work with developing BizApp tools to replace previous HQ-tools. During this process, he asked questions that showed not only a desire to quickly replace these tools but ensure that the needed functionality to get the job done and preserve quality of work are prioritized.

In his short time here, Martin has proven himself an invaluable member of the Nabis team.



Anonymous

Martin is very thorough and keen to follow process. He is working hard to make sure the India team gets onboarded well.

30. What are this person's areas of development and what support, training, and tools do they require to accomplish these goals?



Anonymous

Martin needs more exposure to the operation: whether in-person with the team or shadowing more work, Martin's assistance to the team could be bolstered with that additional operational knowledge.

I will also say Martin's role is a bit ambiguous to the majority of the operations team: clarity could help elevate his role with a larger population of the Nabis team.



Anonymous

He could make more of an effort to promote asynchronous work between the teams in the two regions