Name: Neeraj Parihar	Band: 30
Title: Engineer III	2021 Self-rating (Trending): *1/1*
Time in Band (Y/M): (2Y/4M)	Time in Role (Y/M): (2Y/4M)

The Four Performance Check-in Questions

1. **What you did: As you think about your goals, what are you most proud of and what was the business impact?**

   In this year I have complete these task as part of my goals :

   - *Worked on FLIGHT bot and TLS bot, Desing and development for Requirement gathering & Mannual checkout Phase, delivered and went live in E3.*

   - *Worked on Lifestyle bot, Desing and development for Requirement gather for New booking flow, delivered in E3 environment.*

   - *Worked on Desing and Implementation of Business function for MSL layer which are being used for flight and hotel bot booking, delivered in E3 environment.*

   - *Worked on Integration of OneCMS, Google and Airlabs SORs which are being used by MSL layer Business functions.*

   - *Participate in code reviews and automated testing. I actively participated in code reviews and helped team to work at good pace and achieve the deliverables.*

   - *Made Release for CCP notes and Resy redirection changes to production and monitored the results in production environment.*

2. **How you did it: How did you Set the Agenda, Bring Others With You and Do It the Right Way using the new leadership behaviors?**

   key points on how I accomplished these tasks using new leadership behaviors:

   - ***Set Clear Objectives***: *I began by onboarding the teammates on the internal bot building framework(Askamex-cdms), ensuring that everyone understood the framework and what needed to be achieved.*

   - ***Inclusive Communication***: *I initiated open and transparent communication with the team, explaining the significance of the new framework and how it aligned with our organizational goals. This encouraged team members to join the effort.*

   - ***Peer Collaboration***: *I promoted a collaborative environment by regularly reviewing my peers' work and providing constructive feedback, fostering a culture of continuous improvement.*

   - ***Facilitated Design Discussions***: *I participated in design discussions for bot development and automated checkout flows, ensuring that diverse perspectives were considered, and i had an opportunity to contribute my ideas.*

   - ***Knowledge Sharing***: *I shared my expertise and knowledge with the team, helping them navigate the new framework effectively and assisting in problem-solving when challenges arose.*

   - ***Adaptability and Flexibility***: *I remained open to feedback and was willing to adjust our approach based on evolving needs, thus ensuring that we were doing things the right way as the project progressed.*

These actions collectively demonstrate how I applied new leadership behaviors to drive successful onboarding and development within the team while fostering collaboration and adaptability.

3. **What you learned along the way: What didn't go so well? What have been your biggest learnings and what will you do differently or develop further as a result?**

Key points on what I learned along the way, what didn't go so well, my biggest learnings, and how I plan to develop further as a result:

- ***Project Diversity**: I learned to adapt to various projects, such as FLIGHT bot, TLS bot, and Lifestyle bot, with different requirements and technologies. This diversity expanded my technical knowledge and skills.*

- ***Requirement Gathering** : While working on the design and development phases, I realized the importance of thorough requirement gathering. In some instances, incomplete or vague requirements posed challenges and led to revisions, highlighting the need for robust initial planning.*

- ***Integration Challenges**: Integrating different systems like OneCMS, Google, and Airlabs SORs was sometimes complex. I learned the significance of clear documentation and close collaboration with other teams to ensure smooth integration.*

- ***Team Collaboration**: My involvement in code reviews and automated testing taught me the importance of team collaboration and quality assurance. However, at times, a lack of alignment among team members led to inefficiencies.*

- ***Release Management**: Managing releases for CCP notes and Resy redirection changes was a valuable experience. However, monitoring production results showed that there's always room for improvement in predicting and handling potential issues.*

- ***Continuous Improvement**: My biggest learning is the importance of continuous improvement. I plan to develop further by investing more in upfront software development technologies like event driven architecture (kafka), functional programming and robust system design. I'll also focus on staying updated with industry best practices to adapt to evolving technologies and challenges effectively.*

Overall, this journey has reinforced the importance of adaptability, clear communication, and a commitment to ongoing improvement in my professional approach.

4. **Other highlights: Is there anything else you would like to highlight?**

HIGHLIGHTS:

- *Secured 2nd position in Security Champions workshop at Gurgaon location.*

- *Particpated in GrowthHack team competition.*

Goal Designations: Evaluation Criteria

When evaluating what colleagues did during the year, leaders should differentiate performance by taking all applicable evaluation criteria into consideration. Evaluation criteria includes impact of goals to the business, complexity of goals and operating environment, along with items which are especially important to the success of the BU.

1–Role Model
Colleagues in this designation were a **role model** when compared to others (caps based on AXP performance)

What colleagues did: Delivered remarkable results that made them stand out from others — and are widely recognized for this

- **Impact:** Highest impact to business results.
- **Complexity:** Most complex or challenging goals.
- **Operating environment:** Toughest operating environment or unforeseen circumstances.
- **Other:** Any other BU specific criteria.

3–Delivered
Colleagues in this designation consistently **delivered** on their goals

What colleagues did: Consistently delivered goals as agreed and may have exceeded expectations

- **Impact:** Goals had the agreed impact to business results.
- **Complexity:** Goals may have been complex or challenging.
- **Operating environment:** May have had a tough operating environment or faced unforeseen circumstances.
- **Other:** Any other BU specific criteria.

2–Outperformed
Colleagues in this designation **outperformed** the majority of others (caps based on AXP performance)

What colleagues did: Delivered exceptional results compared to the majority of others

- **Impact:** Higher impact to business results.
- **Complexity:** More complex or challenging goals.
- **Operating environment:** Tougher operating environment or unforeseen circumstances.
- **Other:** Any other BU specific criteria.

4–Inconsistent
Colleagues in this designation were **inconsistent** in delivering on their goals

What colleagues did: Did not consistently deliver goals as agreed*

- **Impact:** Goals did not impact business results as agreed.*
- **Complexity:** Goals may have been complex or challenging.
- **Operating environment:** May have had a tough operating environment or faced unforeseen circumstances.
- **Other:** Any other BU specific criteria.
- * Taking into consideration any mitigating circumstances that were outside of the colleague's control.

Leadership Designations: Evaluation Criteria

When evaluating how colleagues delivered, leaders should take all applicable Blue Box leadership behaviors into consideration. Band 40 and below should be assessed using the pre-existing leadership behaviors and Band 45 and above should be assessed using the newly introduced leadership behaviors.

1–Role Model
Colleagues in this designation were a **role model** when compared to others (up to 10%)

What colleagues did: Constantly demonstrated remarkable leadership that made them stand out from others — and are widely recognized for this.

3–Delivered
Colleagues in this designation consistently **delivered** in a way that demonstrated our leadership behaviors

What colleagues did: Consistently demonstrated Blue Box leadership behaviors.

2–Outperformed
Colleagues in this designation **outperformed** the majority of others (up to 30%)

What colleagues did: Constantly demonstrated exceptional leadership compared to the majority of others.

4–Inconsistent
Colleagues in this designation were **inconsistent** in demonstrating our Blue Box leadership behaviors

What colleagues did: Did not consistently demonstrate Blue Box leadership behaviors.

Leadership Behaviors for <u>Individual Contributors</u>

✓ SET THE AGENDA

Define What Winning Looks Like

I work with my leader to create a clear and compelling definition of what winning looks like for my role, making sure the focus is understood and why it matters. I understand that a clear definition of what winning looks like is essential to the organization's culture, and to winning the hearts and minds of my colleagues.

Put Enterprise Thinking

First I intentionally connect my agenda to enterprise priorities, ensuring there are direct and clear linkages to how it supports our Framework for Winning. Specifically, I make sure my approach balances the needs of customers, partners, colleagues, and shareholders

Lead with an External Perspective

I understand that external influences on our customers are creating rapid change in our industry. I take steps to make sure I learn about and look for opportunities to incorporate external thinking into my work, resisting the temptation to be insular and internally focused.

💬 BRING OTHERS WITH YOU

Build the Best Team

I realize there is no substitute for being a part of a team that is mission capable, focused, and motivated to win. The broader, stronger and more diverse the team, the better our results. I am an active and engaged team player with a responsibility to contribute my best effort and unique perspective for the overall success and performance of the team.

Seek and Provide Coaching and Feedback

I am willing to provide candid coaching and actionable feedback to my leader and my colleagues. I am also committed to learn how I can be more effective by listening for, and acting on constructive feedback.

Make Collaboration Essential

I understand that collaboration is not the same as consensus. I role model the importance of valuing the input of others, while maintaining clarity on ownership of decision rights. Once a decision is made, my role is to join with the team to help support and execute the decision.

⬡ DO IT THE RIGHT WAY

Communicate Frequently, Candidly, and Clearly

I take proactive steps to communicate clearly and confidently with my partners, leaders, peers and team, ensuring they are appropriately involved. I aim to inspire through my actions and do so with a high degree of active listening, transparency, and candor.

Make Decisions Quickly and Effectively

I strive to make quick decisions, by utilizing the tools to plan, decide and execute to achieve goals. I make sure to balance all relevant perspectives without being constrained by consensus. Although speed is important, I understand that it must be balanced with the quality of our products and services.

Live the Blue Box Values

Our Blue Box Values are enduring and serve us well. They are important components of a culture that has made us a successful company for more than 160 years. I embrace these values, and I represent the very best that American Express stands for .

Demonstrate the Courage Great Leadership Demands

I accept the responsibility to speak up and challenge when I believe my point of view, or my team's point of view, needs to be more completely considered by those making important and relevant decisions. I have the courage to challenge the status quo.