

Review: Dmitry Kustov

Annual Feedback & Development Round - Oct 27, 2021

Signed by Dmitry Kustov

Signed by Chloé Koers-Bourrat

Rating

How would you rate your overall performance? Please refer to <https://bit.ly/smartlyio-performanceratings> for more information on the performance ratings.

Dmitry Kustov: 3 / 5

Meeting job expectations

How have you been performing against the expectations of your current job level? Please refer to <https://bit.ly/smartlyio-leveling> for your functional rubric and more information on the Smartly.io job leveling framework.

Dmitry Kustov

Wow, that's a tough one. From what I understand I am supposed to be IC3, but I am still new and not sure if my knowledge of the app is up to IC3. I do share clients' feedback and report bugs that engineering teams understand (mostly) and even updated some knowledgebase articles. In most of my support cases I involved only engineering teams, when it was time to get them involved, but I did ask for help with some cases from peers as well (mostly quick questions, though).

I can't describe the architecture of the product (at least not yet) and still have some confusion about teams responsibilities sometimes. Not sure I can coach anyone yet, but I did share some things I learnt on Forumbee and did answer a couple of questions in support call.

My work management is more or less ok, I guess, but I know that I can be way more efficient. Right now the main problem for me is establishing proper routines through out the day and, possibly, some prioritizations as well.

Teamwork/Leadership/Communications - no idea. And this was always a tough one for me to assess for myself. I do not think I had much chances to provide feedback to peers

yet, but I did have a chance to explain part of how my work correlates with Smartly's vision to a freelancer, that I had a lottery lunch with. No idea how to evaluate whether I built trust with PM/Engineers and probably less idea, if I "act as authority". Does tendency to sound "bossy" count? ☐

Contributing towards Smartly.io's vision and growth

What are your contributions towards the company and/or team OKRs?

Dmitry Kustov

I guess, I am taking on support regularly now, which should help reduce load on other support members, which fulfills "Orientation of new team member & refining ways of working". And I am also working on new orientation plan.

Living the Smartly.io values to set self, team and company up for success

How have you exemplified the Smartly.io values to make a positive impact on people and performance? Please refer to

<https://bit.ly/smartlyio-values>

for more information on the Smartly.io values.

Dmitry Kustov

I definitely give quite a lot of feedback on stuff. Not sure if all of it is "good" feedback, but I do try to make it good. I guess this can be a mixture of "Build Trust" and "Maximize Learning".

I also stayed longer in support for some of the cases, because I wanted to not only solve the symptoms, but also understand the cause and if it can be somehow addressed on our side. I guess, this can be treated as part of "Think Customer First"... Or maybe "Take Ownership"?

Applying the growth mindset

What are 2-3 things you can do better? How would you like to develop in the next year?

What support do you need to move forward on your development goals?

Dmitry Kustov

But I definitely need to work on "Work smartly" in order to implement efficient routines. I also think, that learning more about how things work (procedurally and on code level) I may be able to find ways to optimize/automate some stuff. I mean, besides personal macros in Intercom ☐

In terms of what support I need... I guess none at this point. To learn stuff I need more practice and more reading of knowledgebase and routines are something for me to establish myself.

Meeting job expectations

How has your team member been performing against the expectations of their current job level? Please refer to

<https://bit.ly/smartlyio-leveling>

for your functional rubric and more information on the Smartly.io job leveling framework.

Chloé Koers-Bourrat (Manager)

Dmitry has been very proactive, especially in the last few months and is always up to participate in all projects and threads that open up in our team (Service Ops in general not only TSE). We've seen a lot of improvements from Dmitry in the last few months and we're very happy to see how things are turning out and can't wait for the new quarter to see how things turn around.

Contributing towards Smartly.io's vision and growth

What are your team member's contributions towards the company and/or team OKRs?

Chloé Koers-Bourrat (Manager)

Living the Smartly.io values to set self, team and company up for success

How has your team member exemplified the Smartly.io values to make a positive impact on people and performance? Please refer to

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Chloé Koers-Bourrat (Manager)

Think/Act Customer First - 85% of the chats Dmitry works on are closed by him and not passed on to other supporters and has great ratings from our customers. A lot of them are leaving very positive comments and feedback based on the experience they get with Dmitry in Support - I'm very happy with the way Dmitry is supporting our customers and how he handles the chats he gets to work on in Support.

Applying the growth mindset

What should your team member continue doing that they are doing well? What are 2-3 most important development goals that they should be working on? What support could you offer to them to further develop in their role?

Chloé Koers-Bourrat (Manager)

Dmitry should keep on being as proactive as he has been because his input is sometimes valuable and I like to hear about other team members' POV when considering working on specific projects.

Delivering together

How often do you work with this person - on an ongoing basis (daily, weekly etc) or on a project basis? What have you worked on with this person and how was your experience working with them?

Anonymous User

I work with Dmitry on a daily to weekly basis when our timezones overlap and/or we mutually investigate the same technical cases or related issues. I look up to Dmitry for his extensive support experience and technical acumen and find I am always challenged to think through to the next levels by him.

Anonymous User

I work with Dmitry on a weekly basis when our support shifts overlap. Dmitry is knowledgeable and cares deeply about support and customers. He is also very kind and patient.

Anonymous User

Dmitry and me work on day to day support shifts almost everyday in a work week. He is always doing something that can be of much help to his peers and very exploring person who is into diverse things.

Living the Smartly.io values to set self, team and company up for success

How has this person exemplified the Smartly.io values to make a positive impact on people and performance? Please refer to <https://bit.ly/smartlyio-values> for more information on the Smartly.io values.

Anonymous User

The value I think Dmitry exemplifies most is Work Smartly- he shows a determination every day to improve all aspects of Smartly as a platform and an organization by applying his experience and acumen to tackling our problems at scale.

Anonymous User

- **#thinkcustomersfirst** Dmitry works very well with the customers. He cares about their issues and always tries to get down to the bottom of the problem and provide a solution. He has strong investigation skills and knows how to deal with challenging customer cases. Dmitry also actively follows up on cases that were not resolved immediately making sure that customer is updated once solution is found. He is also mindful about other supporters and always leaves detailed notes for the other supporters to pick up the case at ease allowing smooth switching and reducing the discomfort for the customers.
- **#mazimizelearning** Dmitry is a fast learner, he has been in the company for less than 4 months but is already very knowledgeable about the platform and is actively helping other supporters during their shifts. I can rely on him.

Anonymous User

He is definitely humble, trusted colleague and takes ownership on those activities to support his team and the company eventually.

Applying the growth mindset

What should this person continue doing that they are doing well? What should this person start and/or stop doing? What support could you offer to them to further develop in their role?

Anonymous User

Dmitry challenges conventional wisdom and set processes and gets others to raise their expectations and abilities along the way. Don't stop raising the bar for us! I feel like Dmitry's experience more than qualifies him to take the step into leadership, of course if he wanted to. I have no doubt he would continue to shine as an individual contributor as well.

Anonymous User

I admire how much effort Dmitry put into mastering the platform and making sure his communication style fits Smartly style.

Dmitry continuously brings improvement ideas on various topics and it is valuable as he has 10+ years of experience in the support field to share. To make it easier for other to follow, understand and consume the ideas when they are communicated via Slack, it would be even better if the ideas/feedback are prioritised and the content of each point is concise.

Anonymous User

He should continue being the same curious person who doesn't shy away from his questions and shares valuable knowledge every time he learns something new. He should probably smile often (hahaha) and take part in team building activities more often :)