

## SIG People 2019/2020 for Alexandru-Nicusor Andrei

### INTRODUCTION FOR EMPLOYEE

#### HOW TO COMPLETE THE FORM

When conducting the SIG People appraisal in INSIGHT, you go through various phases before the whole process will be completed.

The first stage of the process is the mid-year review. First, you and your manager will prepare yourselves for the interview by filling out the respective sections of the online form. After your and your manager's preparation is complete, the comments are merged and are visible to both for the mid-year review. Please also use the mid-year review as an opportunity to take a look at your current development plan, update it and, if necessary, define further development goals for the current year.

The second step in the SIG People appraisal process is the year-end review. At the end of this year, you can evaluate yourself based on the SIG competence model. Please fill in the relevant data. This form serves as a basis for the face-to-face interview in which you will discuss your evaluations and ratings for the entire past year with your manager.

To finish the preparation for each step, please click on the "Safe & Close" button. Please inform your manager once you have completed your preparation. The process step will be finalized by the manager. After the manager has finalized it, your evaluation will be displayed to the manager, and vice versa.

If you have any questions, please ask your responsible HR Business Partner for assistance.

### ASSOCIATE INFORMATION



#### *Discussion report on the appraisal interview*

First name	Alexandru-Nicusor	Manager	Flavius-Maximilian Francu
Last name	Andrei		

### MID-YEAR FEEDBACK ON RESULTS (MANAGER)

Which major achievements/positive results can be pointed out?

Where do you see areas of improvement?  
Which action should be improved to achieve targets?

### MID-YEAR FEEDBACK ON RESULTS (EMPLOYEE)

Which major achievements/positive results  
can be pointed out?

Where do you see areas of improvement?  
Which action should be improved to  
achieve targets?

### MID-YEAR FEEDBACK ON COMPETENCES (MANAGER)

What overall picture do I have of the  
employee? What are the major strengths?

What overall picture do I have of the  
employee? What are the major areas of  
development?

### MID-YEAR FEEDBACK ON COMPETENCES (EMPLOYEE)

What overall picture do I have of myself?  
What are my major strengths?

What overall picture do I have of myself?  
What are my major areas of  
development?

### YEAR-END FEEDBACK (EMPLOYEE)

What **overall picture** do I have of myself?

How satisfied am I with the implementation of the development measures from the previous year?

(Quick disclaimer before we start, I have made a personal decision a while ago always be fully honest about my opinions and decisions, so all my thoughts are uncensored, keep in mind that unless I specifically mention somebody, the criticism isn't directed at specific people)

#### Distinctive strengths (employee):

Calm in stressful situations, still have a broad technical base and managed to adapt to the new technologies easily and was able to master a few new technical areas shortly after changing team scope.

Unapologetically honest, I will not hesitate from making my opinion clear, be it positive or negative, I was frank on stating my thoughts and even scepticism regarding any/all topics.

My self motivation took a big hit this year, as I felt overwhelmed by the magnitude of changes in my JD. I was dissatisfied with some of the changes and the fact that the new expectations were somewhat ambiguous. (DWP is a term used only in SIG, but it could be translated to Client Operations, and that part I feel was very vague during the transition and it didn't satisfy my need to know exactly what path my career is taking). Additionally I felt that some of the effort I put in during the previous years, where I worked pretty hard just dissolved with the new strategy, as some of the points I reached became redundant and some credentials were revoked even without notice (VMware for example)

#### Areas for development (employee):

Also I feel that the quality of my work was worse than in previous years. Having to adapt from an infrastructure and server mindset to a client operations one isn't a small change and it for me personally took a lot of inner work to do. (During my time in the MS Server team, I would sometimes have to interact with users, but rarely so it was not only manageable, but I felt I could provide really good support and I prided myself in knowing that I always got good feedback from that interaction. Knowing that calling users and setting up remote sessions where I have to interact would be a common occurrence in this new position actually filled me with dread. It's not something I enjoy and it's not something I excel at, and to be honest it's not something I want to get good at.)

## COMPETENCE MODEL AND RATING SCALE

Please fill in the form according to the SIG Competence Model by using the following scale.

Please click on the link to see the required behavior per competence [Competence model information](#) (differentiated between employee and additional leader characteristics). The described behaviors serve as examples that need to be applied to each position individually.

-	+/-	+	++	+++
unsatisfactory	needs improvement in some areas	meets requirements completely	exceeds requirements in some areas	exceeds requirements in all areas

## THE DRIVE

The drive: Motivation and creative drive

### Required behavior of the competence

- Overcomes obstacles and does not give up even in case of setbacks +  
Technically I don't give in when issues appear and will always get the job done.

-Strives for performance at high level +/-  
Having to cope with the new requirements and expectations both my SLA and ticket solve numbers were a lot lower than previously.  
However my quality of work on projects was still uncompromising and dare I say above average in the company.

-Initiates and hustles on things/tasks in an engaged manner ++

Have initiated multiple conversations regarding the direction of IT development and raised topics for improving both our service and visibility within SIG. some of those topics were considered useful and even though due to the lack of resources were put on the back burner, I still managed to make some progress during downtimes and have them all prepared for the eventuality they get green-lighted - see common repository and script standardization project.

Employee  
comment:

-Wants to take responsibility/declares leadership claim +

During project work (most notably Teams and AIP) I took responsibility for technical tasks almost completely and engaged to be involved as much as possible, sometimes outstepping my bounds and coming in contact with the PM tasks worked on progressing the projects as much as possible.

I was keen on taking advantage of the new project management opportunities, and only passed over the opportunity I was given due to the uncertainty of my future. (When it was up to me and Sergiu to decide on the PM for the SharePoint project I stepped down of my own free will to benefit the company)

Even if my motivation wasn't what it should have been this year, when it comes to projects and our infrastructure as a whole I feel that I was able to bring a lot of insight into how progress should be made. I feel I was able to adapt quickly from a technical point of view and was able to highlight a lot of the strengths and potential of the new tools and have actively worked on realizing that potential.

## Rating

+

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### The drive: Empathy and adaption capabilities

#### Required behavior of the competence

Shows honest interest in the thoughts, opinions and ideas of others +

Understands other peoples' perspective and bears it in mind when taking actions +

Orients his communication toward the target group/communicates target-group oriented +

Easily finds his way in new situations and

Employee comment:

when faced with new tasks +

Is aware of consequences his own actions will have +

Adjusts his behavior flexibly to different situations and persons (e.g.cultural characteristics, role-conscious behavior, target group orientation) +

I will start any discussion from the "best intent" premise and carry on from a "everybody has a point" perspective.

## Rating

+

## The drive: Readiness to learn and change

### Required behavior of the competence

Employee comment:

Applies up-to-date expertise +  
After changing the environment we work in I have spent as much time as possible learning everything possible about the new technologies and did everything possible to apply the best of knowledge.

Orients his actions towards new and changing trends +  
Takes responsibility for his own consistent development +  
The only development opportunities SIG provided this year were the shared CBT nuggets credentials which I'm still not sure if they're working or not at the moment (no webinars or conferences - except the Prague seminar where there were less tickets than members in the team) so all personal development has been done by self study outside the normal resource planning hours.

Critically reflects his own area, his processes and his behavior +  
Critical of my own actions to a fault.

Asks to receive feedback from others +  
Seeks situations, challenges and tasks that help him to work on his development targets +

## Rating

+

## THE ATTITUDE

## The attitude: Customer orientation (internal and external)

### Required behavior of the competence

Employee comment:	Knows the needs of internal and external customers and finds suitable, pragmatic solutions for them +
	Ensures a prompt processing of customer inquiries and excellent customerservice +/-
	Sometimes went above and beyond, sometimes I have been lacking in from this point of view. This inconsistency makes me feel like improvement is due here.
	Proactively follows-up queries of his customers +
	Regularly monitors customer satisfaction and, if required, takes measures to increase it +
	Builds up sustainable, long-term relationship with his customers +
	Focuses on customers' interests without neglecting company matters and economic aspects +
	Yes, although I have brought up the fact that budget cuts affected the quality of some solutions provided.
	Resolves conflicts with customers and obtains assistance from his manager, if necessary +
	Not sure how to rate, as I didn't have a need to obtain assistance from a manager to resolve any conflict.
	Shows a high service orientation towards the customer +

### Rating

+

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## The attitude: Entrepreneurial attitude

### Required behavior of the competence

Makes decisions proactively within his scope of decision-making
I will not rate this myself. I feel I have made my point proactively, but I have stepped outside the scope of my decision-making permission when I felt that the wrong decision was made by the key actors and fought for I believed was the better course of action. I think that the first point should be a ++, but stepping out of bounds on occasion would be less appreciated.

Usually I considered my knowledge of some tools better (at least from a technical point of view) and disagreed when I felt a solution was misused.

Takes responsibility for his own actions, decisions and resulting consequences +

I own what I do, and I am aware that my attitude is not always for everybody, with both it's good sides and bad sides.

Employee  
comment:

Makes economically reasonable decisions taking into account customer and market needs +

Looks beyond the operative business and reflects strategy and market issues +

Thinks cost-effective, about department's budget and best result for SIG +

I don't think I ever added cost to SIG, but I have complained about the lack of budget for development and opportunities and also for some tools that would help our work. I have openly admitted frustration with budget cuts 3 out of 3 years in my history with the company.

## Rating

+

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The attitude: Quality- and outcome orientation

### Required behavior of the competence

Follows given Processes to achieve a high level of work quality ++

Strived to follow or improve processes that were already improved, but considering the novelty of the team and the fact that there are a lot of areas where we don't have predefined processes worked on creating them together with other colleagues.

Makes sure there is a mutual understanding of work orders +

Verifies the sense of urgency of tasks by constructive analysis ++

Having previous experience from the MS Server team, where critical incidents could mean that a whole production line would

fail I was easily able to adjust and measure the urgency of tasks.

Employee  
comment:

Corrects mistakes immediately and sustainable ++

Communicates deviations from the target in due time +

For these tasks I can provide the example of the GAT application where I provided support in the form of an automated script to work as an extension for the application developed by our colleagues.

Brings tasks and projects to an end +

Follows up his own actions in given timeframe with the expected result +

Knows safety requirements and acts in a safety-conscious way +

(I keep in mind to type gently as not to hurt my fingers, but I have actually messed up my shoulder recently so I don't know how to consider this.) :) just joking

## Rating

++

## THE SPIRIT

The spirit: Communication

[Required behavior of the competence](#)

Listens actively and checks if there is a mutual understanding +

Clearly and precisely expresses what he wants to say +

More than people bargain for.

Comes to the point with his arguments +  
Informs involved persons specifically and proactively on relevant topics +

Explains his decisions comprehensively and gives relevant background information +

I make sure I am clear with my decision making process.

Employee

Explains complex information and contexts in a comprehensible way +/-



comment:

I try to, but I am aware I'm not the best of teachers. Not due to a lack of trying, but by simply being bad at it.

Proactively gives open feedback and also approaches perceived negative issues in an objective and constructive way +

Being totally honest about my thoughts includes myself and the criticism I am bound to receive.

Constructively uses feedback of others +

## Rating

+

The spirit: Teamwork

[Required behavior of the competence](#)

Employee  
comment:

Treats others fair and with respect +  
Tolerates other perspectives +  
Shares experiences and best practices with others and passes on relevant information and knowledge +  
Realizes conflicts in his direct work with others and contributes to corresponding solutions +

## Rating

+

## THE CHALLENGE

The challenge: Change Management

[Required behavior of the competence](#)

Challenges processes/products concerning future demands ++  
Brings in creative ideas and uses them to generate sustainable solutions ++

For both the topics above. I have openly expressed my enthusiasm regarding the adoption of the MS suite and have looked to bring the most out of it to SIG. And I don't mean just the basic software. I've looked for industry trends set by the leaders, best practices set by MS architects and unofficial advanced features and tried to bring the best into our environment. I have consistently brought up this kind of subject into discussion.

Points to necessities of change and ensures that they are realized +

Employee  
comment:

I do point out necessities, but I could be a bit more proactive in ensuring they are realized. We have a lot of things we need to change from a technical point of view, but I also understand the need to wait before adopting all these changes due to resource reasons (Kudos to Lars for always being open minded about this and also for being honest - I seriously appreciate that - in the expectation of that being doable or not - I like the idea but most likely we have to wait because of resource reasons, be it time or budget )

Makes use of oppositions and deals with them in a professional way

What?

## Rating

++

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### The challenge: Lean Management

#### Required behavior of the competence

Chooses adequate techniques and methods to work on his tasks +  
Draws right conclusions from figures, data, and facts +  
Sees and avoids inefficiencies and waste +  
Thinks about costs and benefits when using his company's resources +  
(I always bring up Cost/Benefit and ROI in discussing major tasks/changes)

Actively asks for best practice examples/ benchmarks and makes use of them

++

Employee  
comment:

I ask for best practices, but challenge them and add from industry leaders in an effort to improve our environment and reduce workload (automating whatever possible)

Acquires new information rapidly and puts it into correct context ++

My ability to quickly learn is one of my strongest suites so acquiring new information and immediately putting it to use to get it working for us comes naturally.

## Rating

++

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### The challenge: Talent Management

#### Required behavior of the competence

Knows what motivates himself and is able to communicate it +/-

I've actually struggled this year with motivation. I was able to communicate dissatisfaction but I had difficulty in pinpointing the cause myself.

Makes sure he will be assigned tasks that match his strengths+  
Points out if a task does not match his strengths+

Both this points could have been condensed into one. I am painfully aware of my limitations so I make sure to try and match my workload with my strong suits or topics where I am actively looking to improve and I make sure I communicate when I am assigned a topic I'm not comfortable with.

Takes responsibility for his own motivation and development +/-

Although I have constantly looked to develop both my hard and soft skills and I think I've done a good job at it, I am unable to bring myself to take full responsibility for my lack of motivation compared to previous years.

Employee  
comment:

Knows his own strengths and weaknesses profile ++

Just like the point above. I am highly analytical of myself both critically (my normal state is quite exaggerated here) and from a positive reinforcement point of view (painstakingly

formed).

Searches for challenges to develop himself +  
I get bored otherwise.

## Rating

+/-

## FUTURE PERSPECTIVE FOR THE EMPLOYEE (EMPLOYEE)

### Employee

- How do I see my professional future / further development?
- Would I like a change relating to my perspectives in the company (e.g. other responsibilities, function in another sector, a different region...)?
- If I could choose: What would be my dream job within SIG?

Please check and update following information in your employee profile:

- [Career expectations](#)
- [Geographic Mobility](#)

How do I see my professional future / further development?

I am actually looking for an appointment regarding this topic, as I am unsure of what my career path is. I have worked very hard the previous years and this year, due to a lack of communication that lead to a mismanagement of expectations I felt like that progress was reset and the effort was for nothing. I don't feel like SIG has provided a realistic progression for my career other than "in time good opportunities would present themselves" - which I felt insincere given the circumstances.

Would I like a change relating to my perspectives in the company (e.g. other responsibilities, function in another sector, a different region...)?

Yes I would. I love working with some of the new technologies, but actually managing some of the client operations is sometimes taking a toll on me, and I would much rather focus on the behind the scenes operations - which I have, but in a risky way as I am sure it poorly reflects in my KPIs.

Also, in the future me and my wife are both sure we don't want to settle in Romania, as much as we love Cluj - this is one of the reasons I intended to leave the company this year, even if we decided against it due to having to return next year. Anyway, I would like to transfer to CHNEU should the opportunity present itself.

If I could choose: What would be my dream job within SIG?

I would love to reach a Cloud Architect position. We are implementing more and more cloud solutions and given my technical knowledge and previous experience with virtualization technology as well as an ever growing knowledge of IaaS SaaS CaS and PaaS solutions I would handle all the required tasks and then some. I'm confident I could emphasize the revenue multiplier status that IT has in other organizations and bring value to business and empower the users.

## OTHER DISCUSSION TOPICS

Anything else you would like to discuss...

(e.g. review the results of the 360° Feedback)

The elephant in the room - I used the option to leave the company to move to the UK as an excuse to not discuss my dissatisfaction with some of the aspects of my time with SIG.

Discussion topics (employee):

There is a break in the chain of communication between upper management and us - the technical team. Sometimes there are some decisions taken at a higher level without a clear communication of expected results and outcome. Also there have been times where this lack of communication lead to absurd situations where SIG paid for external consultants (Ignoring us) where the consultants where .... not skilled and where (at least in one example for me and I know other colleagues were in the same situation) somebody from SIG had to correct the consultant and teach him how to apply some of the solutions he was paid for.

Also lack of communications between members of management sometimes meant conflicting requirements which were not properly transmitted. (One example is regarding AIP documentation - I wrote documentation and one of the files was 15 pages long. Harald told me to scrap it because nobody was going to read it and condense it to 3 pages. I struggled to do so, not bothering with the big file anymore, only to have Joerg give me a bad review for the old file because it contained obsolete information. I mentioned the whole file was obsolete and gave him the 3 pager, only to understand that he actually needed the 15 pager to present to WC. I only found out post factum)

## DEVELOPMENT TARGETS: EMPLOYEE

The development measures should not only be deduced from the past; it is much more important to look into the future and to ask oneself the question: "What measures need to be implemented in order to prepare the employee for the future?"

Note: less is more!

## FEEDBACK TO THE MANAGER

Providing feedback to the manager will make a considerable contribution towards strengthening cooperation between the employee and the manager. Appropriate feedback assists your manager in checking the quality of his management work. The central questions and guiding principles listed can be used in support of this.

Keywords / Guiding Principles:



Central questions for the employee:

- What support have I received for my job from my manager in the past year? Am I satisfied with the support I have received?
- What support do I hope to receive in the future?
- From my point of view, what aspects of collaboration with my manager should remain, and what should change?

I ran my mouth a lot and added a lot of information regarding feedback for management/SIG as a whole here because we don't have a proper medium to do it somewhere else, which I think should be addressed. (we have 1000 topics above for us, and one small bullet point here about management)

Notes:

Feedback for you guys should happen as well, and I'm not sure how to proceed because the positive aspects I try to reinforce during normal operations, and I appreciate the effort, but the constructive criticism I'm wondering if it should be 1-1 or if I should write it down here - reminder maine. Prouri la confidential pot fi mult mai open, contra nu ramane scris.