

Mahajan, Vinay

From: Mahajan, Vinay
Sent: Tuesday, May 05, 2015 11:06 AM
To: 'Parvez, Lira (lira.parvez@novartis.com)'
Subject: Feedback and some data about me
Attachments: EOY from 2010 to 2014.zip; Data after 2010 promotion to a Group Head.docx

Dear Lira,

I would request you to take some time and go through the data presented by me.

I got to know some feedback from Varsha which you shared with her. I understood that I do not enjoy people management, I am too scientific and I only think that it is the only way to progress. I am rigid and I do not take into any feedback. I do not have 1-1s with my associates. Thank you for providing this. I wish that I was there in Hyderabad in person rather than sending a mail. I thought it was my responsibility to take action on the same and answer. I think I am fully misrepresented. I am going to attach my EOY discussion documents for last 5 years (these are after I got promoted to Group Head in 2010). I have never wanted to talk about my work but I am forced to do this as correct picture about me is not given. Even if I stay with Novartis or not, I need to have clear representation of myself in the eyes of LT.

1. People management: over the last 8 years of being a team lead and then a GH, I have learnt how to manage people. I have enjoyed developing people and teams. E.g. CP team, OTM team, DRP team, LSH team, the latest efforts on the LDE submission where almost every programmer was a new comer.
2. I have been labelled as someone who only thinks about science and technology but it is truly not the case – some of the examples of people who are not scientific in nature
 - a. I was able to help Eric Kammer retain his job (he had resigned and had sent his resignation to Anne Mounier who had not read it for more than 1 week),
 - b. Nirupama had decided to quit, but some of my discussions with her helped her continue (I do not take credit here fully as Mahesh also spoke to her)
 - c. I was able to promote people in DRP team: Shakti, and Satya to next level (there were no promotions globally for at least 3-4 years in DRP).
 - d. I was able to promote people in LSH team: Kumar and Parul to the next level (first promotions as LSH programmers).
 - e. I built the LSH team with people who only knew how to operate computer and had no clinical trial background.
 - f. Existing associates, Nicolas (who manages TFL development) and Silvana (who manages OSO) are not scientific in nature but I have developed a fantastic working relation and have been delivering.
3. Coming to me not having 1-1s with my associates:
 - a. I had my meeting with Yvane yesterday and got it clarified, it was her remark (once in LT), last year while there was a transition period from Laurent to me, I could not have my 1-1s with Nicolas and Silvana. But since Dec 2014, the meetings have been very regular. I meet with Nicolas (3 times a week in different meetings) and Silvana (1 – 2 times a week). I did not want to step onto Laurent's position in the transition phase.
 - b. I do have my other 1-1s with LDE, PI3K teams etc.
4. Considering collaboration across functions: I meet with the IQS managers for the standards, OSO and AGB boards for alignment, some of the physicians for the CTC grading, Antineoplastic reference data, OSO consolidation, etc.
5. Pre-text "English": I have stopped using this term.

I am giving some examples of what my managers' response in my EOY documents for last 3 years, this could be verified against the EOY documents attached. The feedback given by you does not reflect in any of the EOYs.

Year	Some response from manager related to people management
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2014	<p>Vinay continue to manage global team of LSH very efficiently despite resourcing challenges. Vinay has developed well in the role of managing associates across various global sites. He is holding regular weekly meetings with global teams of LSH and these meetings have been very helpful in resolving communication and technical issues. They are also helping in building team spirit. Vinay has always been a role model for team in India and has excellent record and technical reputation, and he should try and emulate the same perception to his global associates.</p> <p>...</p> <p>He has been helping Murali and Priya to help prepare for various conferences by also training them on how to understand data and how to adequately critique abstracts. Vinay typically serves as Mahesh's deputy in his absence.</p> <p>As coordinator of Standard Programming for Clinical Derivations and Reporting activities, I would expect Vinay to put in place more regular meetings with each Project Managers of activities from his bucket, to be their main point of contact and to provide them guidance.</p> <p>This was the point which I referred to the earlier line about not having 1-1s, but the reason is given for the same.</p>
2013	<p>He has been coordinating the India team very efficiently and has been a point man in the overall project team. Only with Vinay's coordination and hands on programming LDE was able to deliver on time.</p> <p>He has done a great job of managing LSH team in India. He has helped hire 2 new resources in India in replacement of Ravi Suraneni and for replacement of Surender B. With the consistent coaching of Vinay, Praveen is finally stepping up and becoming an independent voice in the LSH team. Vinay has also gone out on a limb and made a case for Parul and Kumar's promotion which clearly demonstrate his enterprise level thinking and global approach. I strongly believe Vinay has a great potential and with time and direction he can be further developed.</p> <p>In absence of good J Review skills in the DRP team it was indeed tough to manage standard reporting project. Vinay had to resort to hands on programming most of the standard reports in SAS. Even after not having right resources Vinay showed remarkable resilience in getting the reports delivered on time.</p> <p>He has worked hard with Praveen to ensure that all resources have access to the right tools and applications. He had to manage the turnovers in FSP resources which he did very efficiently by hiring and interviewing the right resources and then managing the on boarding and training of right resources and helping them seamlessly transition into LSH team.</p> <p>Vinay is a good leader and developing into a strategic thinker and he brings a tremendous value to CDRR His skills and talents can be further utilized to make CDRR a premier organization. He is an excellent coach, mentor and great role model</p>
2012	<p>For the first half of the year, Vinay was the manager for the CP, OTM, DRP and TKI groups based out of Hyd. Vinay's performance in this role strongly met expectations. Vinay was able to coach and mentor the associates in this group to perform well, and continued to focus on quality</p> <p>Vinay continues to grow in this role. Understandably, there have been 1-2 instances when Vinay's communication has not been as optimal, given the kind of pressure that his group is under, Vinay continues to do a very good job. Vinay has reached out to all the stake holders, and continues to try and build relationships and bridges, so that that messaging can be aligned. The effort, and the difficulty of the role that Vinay is in is fully appreciated. I have full faith that this situation will improve significantly in the new year, and that Vinay will be successful in steering the LSH and DRP teams through this crisis.</p> <p>Vinay has matured as a leader. He is able to lead his local team quite well, he meets with them regularly. Vinay now needs to enhance his leadership at the global level, with having direct reports in other sites, as well as being responsible at the global level for groups like LSH and DRP.</p>

I have written in my TMS for last 2 years, how to get to a UM level and Andy has given me feedback about being on track, where is that data lost?

Thanks !

Regards,
Vinay Mahajan.