

# Jeremy dos Santos

## UX Researcher II / Performance review

<b>Date:</b>	June 2022	<b>Level:</b>	II
<b>Manager Name:</b>	Manuel Maffe	<b>Team:</b>	UXR Contact & Fintech Cluster
<b>Feedback from:</b>	1 x PD II, 1 x PD I, 1 x PA II, 1 x UXR Ops II, 1 x UXR I, 1 x UXR Mgmt		

### Highlight team member's successes for the period using evidence based peer feedback.

Team achievements, Projects achievements and others...

- Collection and synthesis of insights from different sources in order to plan new research questions (eg, Courier earnings where he covered all previous information with the PM and synthesized it all in the pre work sessions).
- Always delivering on time despite last minute changes (eg, Delivery Point where he worked on a complete report with last minute changes).
- Alignment with stakeholders and projects accountability (eg, Courier Contact Tree was a challenging first project for someone without a lot of business context and where the scope was somewhat vague and non-specific. He involved relevant stakeholders as much as possible and came out with excellent results).
- Always establishing clear communication with the team and contributing to have a collaborative way of working (eg, When it was notified that Jeremy wouldn't be continuing as part of the team regarding the Collaboration OKR, he made sure to share as much information as possible when handing things off and he was available and attentive to make sure we gathered all we needed from him. Also, he co-created team capabilities like Best Practices in Maze).

## Peer Feedback

### Peer feedback on their use of Glovo Values

Please use the feedback collected from the feedback form as input to provide a rounded view. A reminder on the [principles can be found here](#). Move the ticks in the table below into the appropriate columns. (✓) for peer review and (✓) for self-assessment, highlight in light gray the 2 most common answers.

**Scale: (1) Don't know . (2) Lower than expected . (3) As expected . (4) Exceeds expectations**

Principle	(1) Don't know	(2) Lower than expected	(3) As expected	(4) Exceeds expectation
Gas			✓✓	
Good Vibes			✓	✓
Stay Humble			✓	✓
Care			✓✓	

Glownership			✓	✓
High Bar			✓✓	

### Peer feedback on their performance level

Please use the feedback collected from the feedback form as input to provide an overall view on how their peers/stakeholders perceive their performance within their role and level? direct lease use the feedback collected from the feedback form as input to provide a rounded view.

**Scale: (1) Don't know . (2) Lower than expected . (3) As expected . (4) Exceeds expectations**

50 %	<b>Above expected</b>	1 x PD I, 1 x UXR II, 1 x UXR I
50 %	<b>As expected</b>	1 x PD II, 1 x PA II, 1 x UXR Mgmt
00 %	<b>Inconsistent</b>	
00 %	<b>I don't know</b>	

## Manager Feedback

**Assess them at their current level using the [UXR competency framework](#).**

Please use the feedback collected from the feedback form as input.

**Scale: (1) Not demonstrating it yet . (2) Growing . (3) Achieving . (4) Mastering and defining**

<b>2</b>	<b>Foundational skills</b>	Jeremy is really good at structuring research plans and setting the outcomes to develop a user centric culture. We're growing on other foundational skills related to product thinking like having a holistic understanding of the product to have impact on backlogs and business decisions. To do this, we're working on literature review with PMs and trying different activities to set up expectations with stakeholders and wrap up results in an agile way. In addition to this, we can work more on benchmark and competitive analysis to complement our findings.
<b>3</b>	<b>Technical expertise</b>	Jeremy manages all the methodologies that we use in the team, moving from qual to quant without issues. His plans and guides/questionnaires are solid and give useful information to the teams. From my POV, his areas of improvement are at the end of the workflow: we can work on reporting skills and product understanding in order to make recommendations. Also, we may use some other methodologies like first click tests when it's necessary, just to make his toolbox bigger.
<b>3</b>	<b>Soft skills</b>	Jeremy is valued by his communication, ability to listen and to learn, and empathy to his colleagues and stakeholders. He frequently manages two parallel projects, and he gives visibility on weekly meetings, 121s and Jira/Confluence. Also, he follows all the steps suggested by the UXR WoW, having kick offs, setting expectations, giving visibility about the roadmap and the field work status, and sharing results. He's able to establish strong

		relationships with his partners of design, data and product. The areas of improvement found are related to the estimations of efforts and the timeline setting, which make him work extra hours frequently.
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### Recommended development areas

Which areas would you recommend your team member to focus on moving forward?

Team members can identify their strengths, opportunities, aspirations and results by using the [SOAR analysis tool](#). And create a [career development plan here](#).

Related to **soft skills**, I would recommend working on Autonomy, focused on the efforts estimation and on planning more realistic timelines.

Related to **technical skills**, I would recommend:

- Making more impactful recommendations by developing literature and metrics review, immersion sessions with the PMs and very deep market review.
- Splitting results by considering a preview after field work and final reports, to give answers in an agile way without losing quality in the final outcome.
- Trying new methodological approaches like first click tests, taking into account the problems faced, in order to expand his toolbox of methodologies and to be more engaging to his stakeholders.

### Value Rating Scale - please highlight in gray and green box in the grid below

V A L U E S	Role model	<b>Low results / Role model</b> <b>Underperforming</b> <hr/> <b>Results:</b> are below Glovo's standards and the agreed expectations are not met <b>Values:</b> acts as a gatekeeper for Glovo values and influences others to follow <hr/> <i>[Could be a role-fit issue, or new-to-role. Might require a Performance improvement plan]</i>	<b>Successful results / Role model</b> <b>Performing as expected</b> <hr/> <b>Results:</b> the performance is aligned with Glovo standards and agreed expectations met <b>Values:</b> acts as a gatekeeper for Glovo values and influences others to follow <hr/> <i>[Advised to slightly broadened the role]</i>	<b>High results / Role model</b> <b>Performing above expected</b> <hr/> <b>Results:</b> the performance is significantly above Glovo's standards and the agreed expectations exceeded at all times <b>Values:</b> acts as a gatekeeper for more than 3 Glovo values and influences others to follow <hr/> <i>[Recommended advancement in less than 6 months]</i>
	Lives	<b>Low results / Lives the values</b> <b>Underperforming</b> <hr/> <b>Results:</b> are below Glovo's standards and the agreed expectations are not met <b>Values:</b> lives the values and is aligned with the culture every day <hr/> <i>[Might require a Performance improvement plan - speak with PP]</i>	<b>Successful results / Lives the values</b> <b>Performing as expected</b> <hr/> <b>Results:</b> the performance is aligned with Glovo standards and agreed expectations met <b>Values:</b> lives the values and is aligned with the culture every day <hr/> <i>[Advised to continuing in current role]</i>	<b>High results / Lives the values</b> <b>Performing as expected</b> <hr/> <b>Results:</b> the performance is significantly above Glovo's standards and the agreed expectations exceeded at all times <b>Values:</b> lives the values and is aligned with the culture every day <hr/> <i>[Advised to slightly broadened the role]</i>
	Does not live	<b>Low results / Does not live the values</b> <b>Underperforming</b> <hr/> <b>Results:</b> are below Glovo's standards and the agreed expectations are not met	<b>Successful results / Does not live the values</b> <b>Underperforming</b> <hr/> <b>Results:</b> the performance is aligned with Glovo standards and agreed expectations met	<b>High results / Does not live the values</b> <b>Underperforming</b> <hr/> <b>Results:</b> the performance is significantly above Glovo's standards and the agreed

	<b>Values:</b> does not live the values and is not aligned with the culture <i>[Might require a Performance improvement plan or Exit]</i>	<b>Values:</b> does not live the values and is not aligned with the culture <i>[Might require a Values improvement action - speak with PP]</i>	expectations exceeded at all times <b>Values:</b> does not live the values and is not aligned with the culture <i>[Might require a Values improvement action - speak with PP]</i>
	Low	Successful	High
RESULTS			

## Peer Feedback Annex

### Peer Feedback - Continue, Improve & Less off

#### Continue

- "Good vibes, Care, High bar"
- "Everything, he is a real ambassador of Glovo values. From preparing templates to improve processes co-creating with all stakeholders, receiving feedback and embracing everyone's opinions, while continuously looking for alternatives or ways to improve processes. Continue performing this top quality, while having fun and making everyone's job better. A real pleasure working with Jérémy."
- "He's always prepare and delivers on the timelines, sometimes more than expected"
- "Keep up the in-depth, insights driven, user-centric interviews. Stay focused on the objective of the research and your action points will continue to shed light on the Courier experience and drive change. Well done on this so far!"
- "Jeremy always go for the extra mile in collaboration. Easily reachable and really good at collecting information related to even complicated projects. Opened to any kind of feedback and try to improve immediately. Eager to learn".
- "His ability to establish relationships, listen and learn."

#### Jeremy's self assessment

- "Coordination with different stakeholders"

#### Improve

- "Gas, Report presentations, Summarising/synthesis of the important bits"
- "Have some potential buffer time on projects' fieldwork, delaying in advance the expected date to start, considering Scripts/Materials/Prototypes might have unexpected issues. This would avoid some cancelled interviews. Probably this can be worked together with UXR Ops."
- "I wouldn't say there's a relevant point of improvement that I would point out here for him individually. Thinking more as a team working again in a similar initiative (that was more "long term" and less deadline driven), maybe I would suggest discussing with time together any weeks with blockers or peaks of workload for the team members to organize accordingly."
- "If possible, along with the PM, try to narrow the scope and define the expected outcomes of each UX report in advance. The clearer the purpose of each piece of research is at the start, the richer the insights are, giving more direction to Product and having a higher impact."
- "Maybe finding a right presentation tool (for example: Confluence Presenter mode instead of Google slides) that fits to their ways of thinking could help to reduce the chaos around the presentation preparation."
- "Related to soft skills, I would recommend working on Autonomy, focused on the efforts estimation and on planning more realistic timelines.  
Related to technical skills, I would recommend:  
- Making more impactful recommendations by developing literature and metrics review,

immersion sessions with the PMs and very deep market review,  
- Splitting results preview after field work and final reports, to give answers in an agile way without losing quality in the final outcome.  
- Trying new methodological approaches like first click tests, taking into account the problems faced, in order to expand his toolbox of methodologies and to be more engaging to his stakeholders."

*Jeremy's self assessment*

- "Presenting UXR Insights and Recommendation (synthetically)"

**Less off**

- "Spend too much time working outside from working hours"
- "Try to be more time-efficient with less meetings. Consider re-evaluating the need for each meeting or adding certain stakeholders as optional. Unfortunately, time is very precious at Glovo and as much as I understand that Jeremy tries to give visibility on his work to others, certain meetings are unnecessary or could be done quickly offline."

*Jeremy's self assessment*

- "Trying to present "everything""

**Peer Feedback on their use of Glovo Values**

**Gas**

- "I think Gas is the only value where Jeremy needs to work on. He is a super contributor, but his care for every detail, his willingness to give his best and his desire to please every stakeholder make that he is not able to be "gas", having to even sacrifice his personal time at some point, which he shouldn't because it's important to have a balance. I really think that Jeremy should work on his prioritisation skills, try to be more "gas", and trust on himself to decide what can and should be done and what can't, being assertive in communicating with stakeholders and raise his voice when it becomes impossible. That would make him grow from to be an awesome contributor"
- "Jérémy understand what needs to be prioritized, ambitious to deliver the best project. I like how he align teams to advance with the projects."
- "During our weekly meetings he came prepare and with a plan on how to tackle the most important tasks and actions. We also successfully worked together to define next steps"
- "Jeremy works extremely hard to meet deadlines and never compromises on the quality of his work. This was very true of the Delivery Point issues project that we worked on where put in extra hours to make some last minute changes to the presentation."
- "Jeremy works with intensity and is very ambitious when it comes to give actionable insights. As an example I can mention the Courier Earnings project, where he did a really good job in the literature review, considering too many different sources of info and aligned several times with experienced stakeholders."

*Jeremy's self assessment*

- "Launched and analysed Maze tests in parallel with User Sessions to triangulate user research data (UXR on issues at Delivery Point). Delivered every project on time in agreement with Product Management's needs. Delivered results more quickly than the usual and with a larger audience during my last project on issues at delivery point (with a new a potential risky format). Managed to conduct all interviews in a shorter timeframe than expected."

**Good Vibes**

- "Jeremy is super good vibes and it is a pleasure to be in his team, he is always positive, even when things don't go that well and has always nice words for everyone and willingness to help"
- "Jérémy communicates with transparency and makes work fun, no matter what a difficult project, there is time to enjoy work. He is really positive even when some interviews had issues with the language, example french speakers in Morocco."
- "During our time working together there were times for both of us when we had different levels of workload or energy, but that was never negatively reflected on Jeremy's motivation or his

- approach to our work or our communication”
- “Jeremy is very friendly and in both of the projects we have worked in together, super collaborative. I have seen him stay very patient and understanding when stakeholders have put him under pressure. This is something I admire and value in a colleague. Well done Jeremy!”
- “Jeremy is always looking for a positive and transparent working environment. Eg, when we talk about the on going Courier Earnings project, he appreciated my feedback and also shared with me the changes done considering those comments, which also helped me to understand better his ideas and what he was trying to get with the questions he was planning to do to our users.”

#### *Jeremy's self assessment*

- “Shared honest feedback each time it was possible ; Communicated feedback on ways of working as soon as possible.”

#### **Stay humble**

- “Jeremy is always keen on receiving feedback and make sure he applies it. Sometimes he evn makes public some feedback that I share with him by private, making sure he won't forget about it. Also I think he is a humble contributor as he is always trying to learn from others best practices and even changing his ways of doing things and adapting when the sees a good practice, that makes him also very strong as he will always learn from the best practices of others.”
- “Jérémy is always curious about how we work, and eager to listen our feedback. He created immediately a Miro to get opinions on the project he managed, so all stakeholders shared ideas to improve it. Most important is that he took these in consideration.”
- “Jeremy proactively asked for feedback on his approach at different times”
- “As someone who is relatively new to the company and gaining context every single day, Jeremy has embraced learning, admits gaps in his knowledge and seeks to plug them. He is also very independent, capable of finding information for himself and proactively seeks out feedback from others.”
- “Jeremy is always open to learn and interested in his colleagues opinion. Eg, in the Courier Earnings project he not only asked for feedback, but also embraced the PM POV and her previous knowledge, and also invite the courier team during the process and in the presentation in order to listen to them and integrate their perceptions to the findings (even if they didn't agreed 100% with the qualitative findings that Jeremy had), adding granularity to the discoveries.”

#### *Jeremy's self assessment*

- “Received feedback and take it into account as a part of my UXR Project Process. Asked for feedback early to several stakeholders to gather as many viewpoints as possible.”

#### **Care**

- “Jeremy is making sure he always gives feedback when others request it, and something that I really like is that he doesn't only focus on the things to improve, but also on the things that he thinks are good.”
- “Jérémy is always ready to listen and work together cocreating processes, for example the Best Practices in Maze. He cares about the rest to make everyone's included, so it impacts personally and professionally. I feel I have improved my job thanks to Jérémy, continuously sharing new ideas and proactively proposing ways to improve.”
- “When it was notified that Jeremy wouldn't be continuing as part of our team regarding the Collaboration OKR, he made sure to share as much information as possible when handing things off and he was available and attentive to make sure we gathered all we needed from him”
- “In all of the UX interviews I have sat through with Jeremy, he has always shown respect and patience with the couriers he interviews. He shows a lot empathy for them and advocates for their needs with his action points in his reports.”
- “Jeremy is always considering his colleagues and inviting them to share their POV. His participation is always well considered in all team meetings, where his colleagues value his good vibes and the way he makes them feel.”

#### *Jeremy's self assessment*

- *"Gave feedback on other UXR and PD work. As a part of the UXR Project Quality Process, aligned as much as possible with all stakeholders to take into account the requirements and needs of all parties (Product Analytics, Product Design and Product Management)."*

### **Glownership**

- *"on the initiatives we have worked on together (contact ways of working and OKRs, Jeremy has shown great ownership and at the same time team mindset as he always takes into account others vision."*
- *"Apart from the mentioned Best Practices in Maze, he has been always really aware of the resources when running projects. When needed some flexibility due to Local Teams priorities or amendments to be done in a prototype, he completely understood it and owned the project professionally."*
- *"He took ownership of presenting our work in progress in the Quaterly Review presentation, being effective and lean, and flexible and appreciative when he got feedback from us or Valentina"*
- *"Jeremy is proactive and one of the keenest collaborators we have. He proposes new initiatives when opportunities are pointed out within our retros and involves everyone so as to improve and so that we all learn with each project he is involved in."*
- *"Jeremy is always open to challenge priorities when it comes to collaborating with the team goals, and he's always trying to do the best for the team even if it doesn't follow the original plan. Eg, in the Courier Earnings project he had planned to use a mixed-methods approach but when we noticed that we had already good insights to iterate the design and then test quickly a better experience, hi was really open to change the plan and go with the next steps that were more efficient for the team."*

### *Jeremy's self assessment*

- *"Participated in ideation sessions on the courier contact tree besides my UXR Projects. Currently aligning with PD for a future prototype (Courier Earning Project) and giving recommendations to assist as much as possible in taking decisions."*

### **High Bar**

- *"I think Jeremy is a very high contributor and great professional, he always cares about delivering the best results possible maintaining a high performance standard, he is not afraid of "difficult" or "new" things and takes every challenge. If he could add to it to execute more quickly he would exceed every expectation"*
- *"Really connected to the rest of values, he is conscious of what is needed to keep the High Bar, ready to have difficult conversation if something did not go as expected, so quickly adapting looking for the best solution, and managing feedback to get things done and execute quickly. With feedback requested, Miro boards prepared for new ideas on how to run projects, building instructions for respondents, etc."*
- *"Jeremy was an example for me regarding synthesis and analysis. I was impressed by how thorough and efficient he was in the process, by uncovering insights and asking relevant questions. He also exposed me to interesting ways of developing artefacts like user persona that contributed to have a high standard in the project."*
- *"Jeremy goes to every length to make his reports comprehensive and accurate. His report on the Courier Contact Tree was thorough and useful despite being a challenging first project for someone without a lot of business context and where the scope was somewhat vague and non-specific. He involved relevant stakeholders as much as possible and came out with excellent results."*
- *"Jérémy is constantly improving the way we work coming very well prepared to meetings with documents where he complied all points of view of stakeholders, he really cares about the quality of UXR and he is ultra-fast to deliver value on time"*
- *"Jeremy is always trying to do his best and to learn new stuff that allow us, as a team, to have better impact. Eg, he was really open to try some insights sessions to see the relationship between the team discoveries, and he turned into a protagonist completing the framework that we had to work and sharing first."*

### *Jeremy's self assessment*

- *"Managed to conduct a larger project than usual (4 UXR methods, 2 countries, including a desk research, chat audits and a Maze)"*

Managed to gain efficiency in the way UXR Projects are conducted to be able to triangulate results by adding more methods (chat audits, Maze tests) and gaining knowledge (more extensive desk research)"

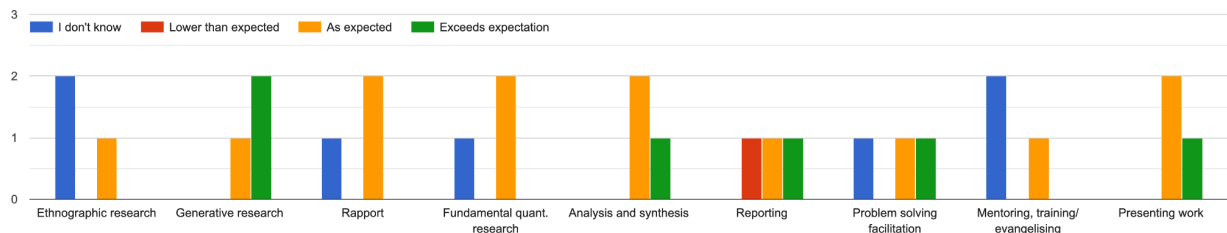
### Peer Feedback - Craft specific

- "Creating reports and presentation, summarising the important bits to make them easy to follow and understandable"
- "I would suggest to J  r  my to lean on his manager in order to help himself on how to best balance time and effort on every task. I remember that he managed to put in place many activities in the last project we interacted and I acknowledge his passion on doing so however we want J  r  my for many years so please make sure you keep this in mind to calibrate your energy for the long run :-)"
- "From my POV an area to keep growing is reporting and product understanding in order to make recommendations, which Jeremy is already working on and making big progress. Also, I think we may use some other methodologies (eg, first click tests) when it's necessary, just to make his toolbox bigger."

#### Jeremy's self assessment

- "Presenting UXR Insights and Recommendations"

### Peer Feedback - Craft specific



### Self Assessment - Craft specific

