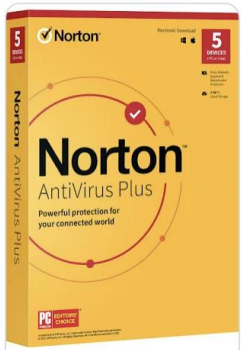
March 2

Kenneth Church

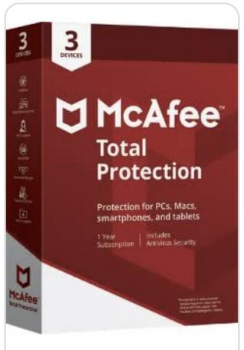
Pivot:

(Mid-point: last chance to change proposals)

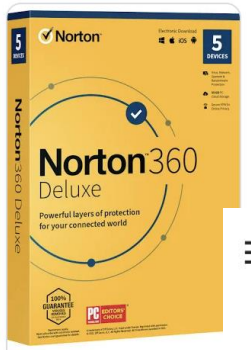
Sponsored · Shop symantec



Symantec - Antivirus For…
$19.99
Norton Offici…
Free shipping



McAfee - Total Protection…
$24.99
McAfee Offi…
Free shipping



Norton - 360 Deluxe - 54…
$49.99
Norton Offici…
Free shipping

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Gary Hendrix

2 languages

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From Wikipedia, the free encyclopedia

Gary Grant Hendrix[1][2] (born May 14, 1948[2][3][4]) is an American businessman who founded Symantec Corporation, an international corporation which produces computer software, particularly in the fields of information management and antivirus software.

Gary Grant Hendrix	
Born	May 14, 1948 (age 74)
Nationality	American
Alma mater	University of Texas
Known for	Founder of Symantec
Scientific career	
Institutions	SRI International

Education [edit]

Hendrix obtained his undergraduate degree at the University of Texas in May 1970 and then received his master's degree from the same institution in December 1970. Hendrix decided to study in the artificial intelligence field as Advanced Research Projects Agency announced a series of funding for six projects in natural language understanding in 1970. In January 1971, Hendrix enrolled in the PhD program at the University of Texas and was assigned Robert Simmons as his adviser.[5] He completed his dissertation in 1975.[1][6]

Reviews

Mid-Point (2 weeks from now)

- Oral: 12 minutes each
  - Everyone on same day
- Written: 4-5 pages

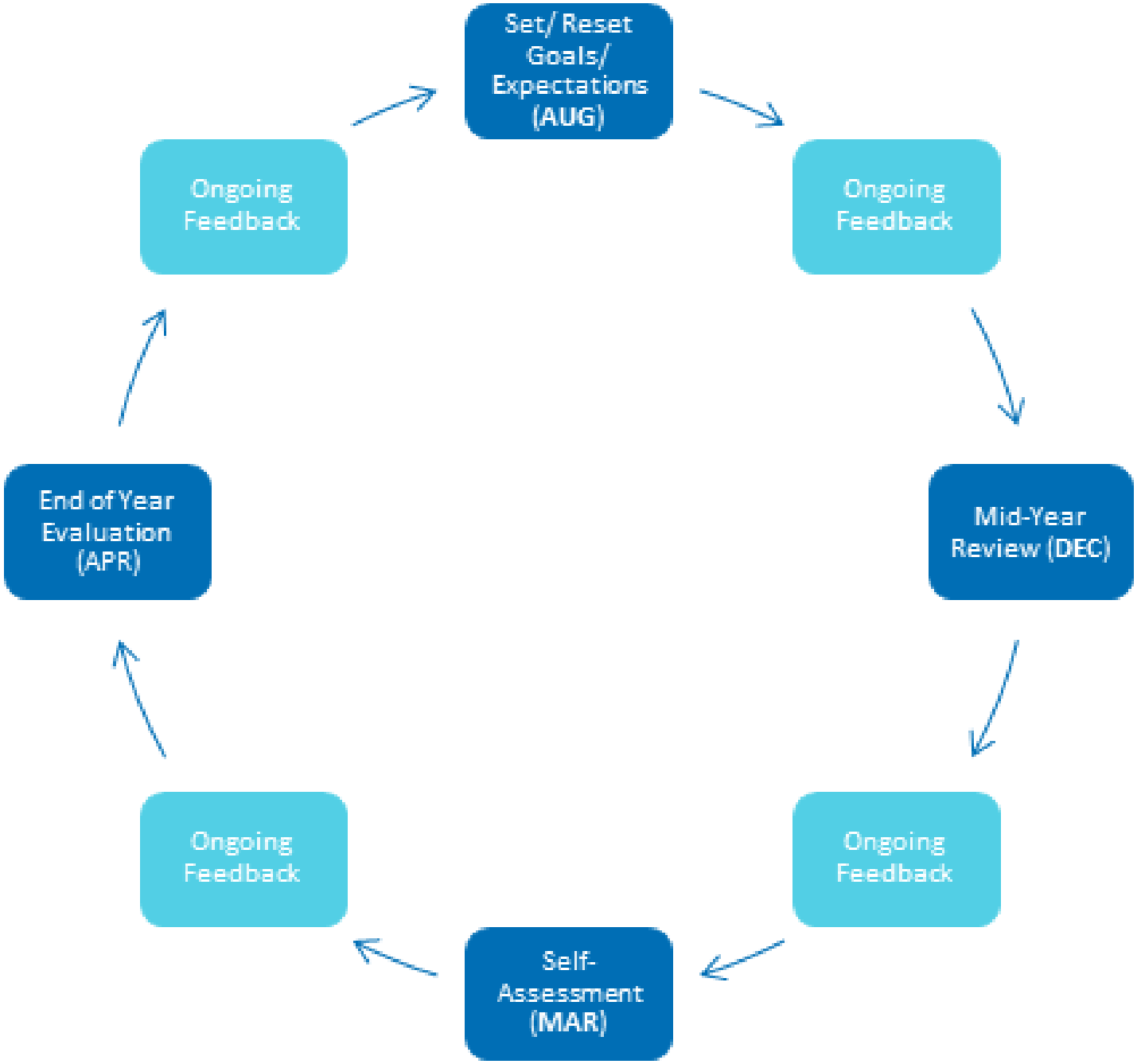
- More opportunity for management
- Purpose(s):
  - Status: Green/Yellow/Red
  - Identify Risks
  - Make adjustments (as necesary)
    - Not too late to pivot
  - Sync up across orgs (dependencies)
    - Need to start marketing before shipping

Final

- Oral: 12 minutes each
  - Everyone on same day
- Written: 10 pages

- Less opportunity for management
- Purpose(s)
  - Wrap up
  - Time to ``ship''
  - Celebrate success
    - Party!

Northeastern's Process for Staff, etc.



Northeastern's Form for Staff, etc.

Northeastern University
Human Resources

Staff Goals-Based Performance Evaluation

Employee Name	John Doe	**Position Title**	Research Scientist
Start Date	8/15/2022	**College/Division**	EAI
Review Date	April 2023	**Manager Name**	Dr. Ricardo Baeza-Yates

Performance & Development is a cyclical process. This form has been developed to help managers and employees continuously evaluate performance throughout the year. Use the timeline below to determine where we are in the Performance & Development cycle. You can save your progress and return to the form throughout the year. If you have any questions about the Performance & Development process, please contact your HR Business Partner.

Performance & Development Timeline:

Click for Goal Setting **Click for Mid-Year** **Click for Evaluation**

While the visual gives you an overall sense of what happens when, it's important to review performance and solicit/provide feedback regularly throughout the year.

As always, check with your local division/college for any internal deadlines.

Goals Based Performance Evaluation

Resources and Training

There are a number of resources and training materials to guide you through the cycle:

- The FAQs and articles in the HR Service Center can provide general information about the cycle, and this article provides specific information and resources around the part of the cycle that we are currently in.
- Overview videos and other training can be found in our course on Performance & Development.
- Need to speak to someone about your goals, self-assessment, or employee evaluation? Talk to an HR Business Partner. Select the inquiry type "Ask an Expert".

Goal Setting

Complete this section before or at the start of the fiscal year (**typically July/August**). Establish three to five goals. Describe each goal and its relation to the university mission and any divisional/college goals. Be sure to outline how each goal will be measured and its achievement verified. Include expected outcomes, quality measures, dates, timelines and/or descriptive narrative. A minimum of one goal should reflect plans for personal growth and development.

Mid-Year Review

Complete this section midway through the performance and development process (**typically, December/January**). Review progress toward goals, key job responsibilities, skills and competencies, and performance to date. Document the discussion here and if goals or priorities change, revise accordingly. Be sure to capture the date it occurred.

Year-End Accomplishments

This section is used to evaluate performance over the past year. Accomplishments and performance are measured in three areas: achievement of goals; effective use of skills and competencies; and performance overall.

Outline results achieved and include any comments, feedback and examples of good performance, significant achievements, skills applied or in need of improvement here. Managers assign ratings for each goal, the job performance, and the individual skills using the metrics and job expectations identified and discussed at the start of the cycle or the project.

Goals Based Performance Evaluation

GOAL SETTING (Fill out Goals/Metrics in June/July/August)
YEAR-END ACCOMPLISHMENTS (Fill out Results/Ratings in March/April/May)

Goal: Click or tap here to enter text.	
Measurement(s)/Metric(s): Click or tap here to enter text.	
Results: Click or tap here to enter text.	
Rating	Choose an item.

Goal: Click or tap here to enter text.	
Measurement(s)/Metric(s): Click or tap here to enter text.	
Results: Click or tap here to enter text.	
Rating	Choose an item.

Why mid-point reviews? Status updates?

- Dependences across organizations
  - In industry, it is important that everyone stoke at the same time
  - Need to ship on time and on budget
    - Not too early (inventory is expensive)
    - Not too late (even worse)
- Reports/paperwork
  - (There is no longer any paper, but there's still plenty of work…)
  - Weekly status updates
    - Industry: weekly meetings / reports on web
    - Academia: one on one meeting with your boss / mentor
  - Semi-annual review
    - Industry: apply for promotions, opportunity for bonuses
    - Academia: don't expect big $$, but there's still plenty of paperless paperwork (PPP)
    - Government: even more PPP
  - Annual review: more of the same (but higher stakes)
    - It never ends…

Process

- Process is super-important
  - Goals, Targets, Metrics, Milestones
- Armies depend on logistics (more important than battlefield)
- Large companies are organized like armies
  - More so for older companies like AT&T and IBM that lived through WW II
  - than newer companies like FANG
- Process should be taken seriously
  - though it is too easy to undermine process
  - Green (Jan-Nov), but Red (Dec); post-mortem discovered they never started
    - Plan to write a plan (rather than do anything – to avoid slipping schedule)

Weekly team meeting

https://www.youtube.com/watch?v=f3Fl2M-eCZc

- Statistics (metrics/dashboard)
- Program steps (action items / milestones for next week)
- Problems & Solutions (identify risks)
- General announcements
- Wins (show & tell in 3-level meetings)

- https://www.youtube.com/watch?v=cVo7ZkzFx3I
- https://www.youtube.com/watch?v=wkaBvOWYr1s

Content of Mid-Point Review

- Exec Dashboard
  - Set appropriate expectations
    - Red / Yellow / Green
    - Will we ship on time and on budget?
  - Metrics (in standard format)
- Provide evidence to support above
  - If you believe your project is green/…/red
    - why do you believe that?
  - This argument is easier in a sales org
    - Plot daily sales
      - compare to a line (daily quota)
    - Are we going to meet end-of-year target?
  - Harder in research than sales, but sometimes you can make a similar plot
    - If not, did your proposal have a timeline?
    - If so, are we were we should be?
- Identify risks
- Recommend corrections
  - Ask for more resources
    - ($$, time, staff, computers)
  - Cut features
  - Work-arounds
  - Pivot