

ABC employee evaluation

We are a fast-growing company. To be able to maintain this rate of growth over a longer period or even to increase speed, we have to consistently meet the high-quality expectations of our customers and partners and at the same time. The key to this lies in competent employees who decide and act responsibly and independently in the best interest of the company, as well as in a performance-oriented corporate culture.

An ABC evaluation based on the desired characteristics is to serve as an instrument for selecting and promoting employees. The desired characteristics should be considered independently of the respective position, department, or hierarchy level. We basically expect each employee to meet the desired characteristics as far as possible. There is no doubt that hardly anyone will succeed in fully meeting all the desired characteristics. There are also keys.

positions in the company, for which an “A player”, i.e., someone who fulfills the desired characteristics to a high degree, is more important than in other positions. Nevertheless, the assessment should be carried out as regularly as possible for all employees.

The desired characteristics are briefly described below, and aids are provided to assist with the classification.

1 Desired characteristics

We would like our employees to show the following characteristics:

- Curiosity
- Innovation
- Judgment
- Courage
- Communication
- Impact and importance
- Passion
- Flexibility
- Honesty/sincerity
- Unselfishness
- Resilience

2 Description of the characteristics and evaluation aids

2.1 Curiosity

- Learns quickly and enthusiastically.
- Wants to understand the market, strategy, partners, and customers.
- Demonstrates a wide range of knowledge about our business, the technologies we use, and our market
- Also makes valuable contributions outside the own field.

Examples for classification:

Curiosity means the ability and habit to apply a sense of wonder and a desire to learn more. Curious people try new things, ask questions, search for answers, relish new information, and make connections, all while actively experiencing and making sense of the world. For me, that means more fun at work. I was always interested in the responsibilities of my leader and often taught them so that she would not repeat the same answers over and over.

A: Always strives to understand the real cause of the problem; considers the meta level; an attentive conversation partner; wide area of interest; a generalist

B: Solves problems in their area independently, but without showing great interest in identifying the real cause; a specialist

C: Waits for specific problem-solving instructions; generally uninterested

2.2 Innovation

- Thinks “outside of the box” to find solutions to difficult problems
- Questions assumptions and seemingly apparent facts
- Develops new ideas that prove to be useful.
- Reduces complexity / finds ways to simplify.

Examples for classification:

I always try to generate and contribute new ideas. That reflects my ability to think creatively and solve problems during work and make tasks easier to complete. While working in a pharmacy, it was my initiative to upgrade the functionality of the medication software we work with (exceeding a monthly dose of mild and detecting inactive facsimile of a doctor). I created a multifunctional facsimile for my own use and other ideas that made the work easier for me and my colleagues in the team.

A: Provides surprising, new solutions that are often simpler and less complex than previous solutions

B: Follows established ways of solving problems independently

C: Contributes very little to solving problems; needs elaborate support when solving problems

2.3 Judgment

- Makes good decisions.
- Gets to the bottom of things and does not get distracted by the symptoms
- Can precisely describe the tasks ahead and the ones not to be pursued

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- Differentiates the urgent aspects from those that still have time.

Examples for classification:

Judgment is the ability to combine personal qualities with relevant knowledge and experience to form opinions and make decisions—is “the core of exemplary leadership.” At my previous workplace, I had the opportunity to go to a Team building in Thessaloniki as a reward trip for achieving the biggest target in dispensing prescription drugs. I only had 1 week left. I need to judge whether and how much time I have, whether I have enough medicine left for the second shift, whether I am convincing enough to give too many... With an intuitive sense, previous experience, and a lot of effort, I managed to win the award. I was the first in sales in competition with 8 pharmacies in my city and over 50 employees.

A: Makes decisions that often prove to be good even in new, previously unknown situations; can convincingly justify decisions

B: Correctly and successfully uses fixed procedures for problem-solving in familiar situations

C: Has difficulty making decisions independently; often makes bad decisions

2.4 Courage

- Gives own opinion, even if it is controversial.
- Makes difficult decisions without too much hesitation
- Takes risks when it makes sense to do so.
- Questions measures that are not in keeping with our goals and values

Examples for classification:

There are three words that I want to keep in my mind as I look at my personal alignment and great decision-making: Compassion, Creation, and Courage. If we truly know ourselves, we will find our compass within.

Our self-awareness and mindful consideration allow us to make great decisions. I dare to give a cut for 12 years of experience in the field of Pharmacy and make a career change. In terms of my professional development, I feel that the next logical step for me is to learn new testing tools like Cypress and many QA team platforms.

A: Acts quickly; reflects on instructions and objects for good reason if necessary

B: Acts independently after careful consideration; carefully notes concerns where applicable

C: Carefully hedging his or her bets before acting; even follows instructions when they seem nonsensical

2.5 Communication

- Listens attentively first, rather than immediately reacting.
- Is concise and precise in both oral and written language
- Respectful of others, regardless of their status or opinion
- Keeps calm, even in stressful situations.

Examples for classification:

Communication skills are needed to speak appropriately with a wide variety of people whilst maintaining good eye contact, demonstrate a varied vocabulary and tailor your language to your audience, listen effectively, present your ideas appropriately, write clearly and concisely, and work well in a group. Once, while I was talking about my good result with products for healthy eating, the lead of the group for Healthy Breakfast invited me to be a guest and present the company, products, and my experience in wellness. I was very satisfied, my presentations were charismatic, entertaining, and very concise, full of information for the target group. My adaptability in adjusting my communication style to different audiences is excellent, as well as my active listening skills and ability to understand others, so I rate myself with **A**.

A: Listens actively; reacts to what has been said, allows others to speak; clearly expresses even difficult matters

B: Enjoys communicating actively; not always concise; occasionally gets a little flustered

C: Communicates inaccurately and unclearly; talks too much or too little; does not respect the interlocutor's boundaries

2.6 Impact and Importance

- Carries out an impressive number of important tasks
- Delivers consistently high performance.
- Focuses on results, rather than on how they are achieved
- Pulls tasks to itself (due to know-how, commitment, etc.)

Examples for classification:



I always want to assess the level of positive influence I have on others or the community, on work, and on my family. I always want to help, to devote myself to common progress, and complete values and goals I find important. I always volunteered to train new employees in the company, or I always thought about new ideas and reviews for problems that weren't mine, if I was asked for help and ideas always replied. That's why I made a lot of real friends that I still hang out with today.

A: Is there when support is needed; already has the solution ready; is asked for an opinion when things become difficult; surpasses the goals – not only his or her own

B: Carries out assigned tasks without any ifs and buts; achieves his or her goals; reliable

C: Often falls short of the goal; work volume is more important than the result; is often the one who messes things up, but is then not there to fix things up again.

2.7 Passion

- Inspires others with his / her example
- Is persevering and persistent.
- The success of Hornetsecurity is important to him or her – celebrates successful results

Examples for classification:

I think I should answer this question with my greatest satisfaction and hobby, growing orchids, and drawing butter cookies and cakes with royal icing technique. I enjoy it, all must be perfect, and I'm precise even without breathing. With this characteristic, I often go above and beyond my job description to ensure that my team exceeds targets and expectations.

A: Is passionate about own tasks, subject area, “the matter at hand”; persistent until the successful end

B: Participates, but does not take the lead; does a proper job, but is not necessarily enthusiastic

C: Lacks motivation; tends to step on the brakes; occasionally also nagging

2.8 Flexibility

- Willing to make changes.
- Quickly adapts to changed conditions
- Takes on new challenges.
- Both an individualist and a team player – depending on the requirements
- Mobile in terms of time and space.

Examples for classification:

Flexibility is adapting successfully to changing situations & environments. Thinking quickly to respond to sudden changes in circumstances. I always changed my colleagues' shifts and was mobile for another location. I worked 8 hours and then traveled 40 minutes to Bitola on Academy for programming, study 3 hours, and back again for 40 minutes at home. At home, a ten-month baby was expecting me while breastfeeding. Flexibility is keeping calm in the face of difficulties. Planning but having alternative options in case things go wrong. But I always try to stay professional.

A: Always open to new things; first to volunteer; always ready to do what is necessary; immediately gets the hang of things

B: Must be convinced before taking on new tasks, but then gets involved; takes some time to get used to things and adjust

C: Holds on to the traditional way of doing things, even after it no longer makes sense; seeks reliability

2.9 Honesty/sincerity

- Sincere, open, and direct
- Criticizes in an objective way; only says things about others that he or she would tell them the other directly.
- Is receptive to criticism; admits to own mistakes and weaknesses

Examples for classification:

"Honesty, sincerity, simplicity, humility, pure generosity, absence of vanity, readiness to serve others – qualities which are within easy reach of every soul – are the foundation of one's spiritual life." ` quote from Nelson Mandela.
It's important to be open, friendly, and objective in the working team, but like a person too. But I'm not always brutally direct, or unscrupulous and I care about the feelings of others when give a remark or a conclusion. That's why I rate these criteria with **B**.

A: Open, honest, friendly, objective; holds nothing back; see above - little has to be added

B: Finds it difficult to admit own mistakes, but is not unreasonable; is careful when criticizing others

C: Rejects criticism directed at him or herself; enjoys criticizing others a lot

2.10 Unselfishness

- Puts the success of Hornetsecurity first, rather than his / her own or the team's success.
- Looks for the best solution regardless of what that implies for him or herself
- Helps colleagues.
- Generously shares information with colleagues

Examples for classification:

I've noticed that in the last company, I experienced crucial values like teamwork and collaboration. In my last role, I was part of a team that worked together to achieve our goals. We were hardly prepared for the final task and learning theory. But still, there were a lot of unknown questions from my colleagues. I have an idea of how I could improve our work processes and collaborate more effectively. I already passed the ISTQB Certification exam for Testers and know all the theoretical questions for Functional and Non-functional testing methods. I unselfishly prepared a presentation and helped them better understand details about these testing types and their exact differences. This helped us develop strong communication skills and learn from each other's strengths. I was proud to support others without expecting personal gain.

A: Keeps the big picture in mind; yields to others; shares success with others; accepts responsibility for failures

B: Does not lose sight of what is in his or her own interest, but willing to share if doing so is useful; likes to keep some things to him or herself; takes on responsibility, but is also careful to him or herself so as not to be at fault

C: Reluctant to share knowledge; mostly pursues that which is in his or her own interest; takes credit for work results of others; rejects responsibility

2.11 Resilience

- Does not get rattled so quickly.
- Ability to juggle multiple tasks simultaneously.
- Seeks the challenge and does not back away from a challenge

Examples for classification:

When I graduated from the Faculty of Administration and Management of Information Systems in Bitola, I never failed the exams and never took them again. But with my ability to bounce back from setbacks or failures, sometimes I retake the exams for higher ratings. My persistence and determination in pursuing my goals I evaluate with **A**.

A: Needs a certain amount of stress and can work best under pressure/stress; does not rest on past successes and seeks new challenges; needs versatility and variety

B: Can withstand additional stress over a manageable period; prefers to avoid unnecessary stress and pressure; is satisfied when everything runs its course as usual and is largely predictable; needs overview and control

C: Can't cope well with pressure and stress situations and avoids them; quickly feels stressed and put under pressure; is quickly put off when things turn out differently than expected