Feedback Fuel Summary

Whoa! That was a great session, thank you. Here's a summary of the Feedback Fuel session we just had.

Date	31st August 2018
Feedback Fuel for	Grzegorz
Feedback Facilitator	Mark B.

Grzegorz's Self Assessment can be found here:
https://docs.google.com/forms/d/1wqK97jai19JAUxQ1OEQm7RYOJXy2l1dd1hw8v2D92IY/edit#response=ACYDBNipKz6uTbjejxlSTf3gVBXi4QjknmaToU06F09Ssy8gosdpdZhQ1vsfJg

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Growth

Priority setting

- Uses their time and the time of others on what's important
- Quickly zeros in on the critical few items and puts other, less important things aside
- Can quickly sense what will help or hinder accomplishing a goal
- Supports the team by creating focus

Grzegorz is a very efficient guy, knows what is important and brings value to the business, understand the importance of speed in stuff. He is very much the steady hand, able to provide focus and guidance to his colleagues. He knows how to engage with different types of people to ensure that he provides the most valuable he can to that particular personality type. He knows when he can go further in depth in explaining solutions to problems and when he can step back and let others chime in.

He is strong leader who knows how to adapt his dealings with multiple people, regardless of their backgrounds and underlying skill set.

Since joining Casumo he immediately recognized the biggest pains our organization is facing from its technical platform side. So far he worked on tackling some of the largest immediate bottlenecks and delivered.

Not scared of getting his hand dirty, and dive in deep into the ugly part of Casumo.

Not afraid of work is able to keep up with the ever increasing workload.

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Dealing With Ambiguity

· Can effectively cope with change

· Can shift gears comfortably

· Can take decisions and act without having the total picture

· Isn't upset when things are up in the air

· Doesn't have to finish stuff before moving on

He manages well when the environment is not as clear as we wanted it to be. I think the largest requirement of his job is his ability to accept the changing nature of what exactly it is we do but then adapt quickly and provide solutions and insight that clearly take this into account.

He is able to switch between varying types of context whether that means comfortably navigating the depths of the development world to being able to then switch hats and engage with people who do not possess this level of skill.

He remains calm in the face of uncertainty and appears to take it as a challenge to improve as opposed to letting it affect the way he works.
It so happened that he was left without mentor to guide him through and onboard him properly. Regardless, he managed to ask the right questions, find his way through, learn and contribute. Ambiguity was all over the place in his journey and he dealt with it like a pro no doubt.
 There is no beating around the bush, he goes straight to the point and this is something we were lacking here at Casumo. This saves time and also removes ambiguity
He is able to take decisions by his own, and does need over analyse the situation.
Asks the right question and is prepared

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Innovation

Problem Solving

· Is thorough and uses logic and methods to come up with effective solutions to difficult problems

· Probes all fruitful sources to get the answers needed

· Can see hidden problems

· Is excellent at honest analysis

I never had any problem with him or know about him being involved in one. But I think based on other behaviours he knows how to face situations to find simple solutions, he is not afraid of telling people stuff and fight for his ideas and what he thinks is good for the business. He is very pragmatic and straight to the point, which are good qualities in order to be a good problem solver. When a new problem or project is presented, Grzegorz likes to understand the full context at the outset. At that point, he is quickly able to provide input and solutions to the issues based on his expert level on domain understanding.

One of his strongest traits is that despite his advanced skill set, he is eager to speak with and understand the thoughts and ideas from people who don't necessarily share that domain level understanding. This is a massive plus given that it ensures those around him do not feel intimidated and are eager to be a part of the projects he works on.

As for honest analysis, in my conversations with him, he does not hold back and expresses his thoughts while also providing evidence and justifications for his reasoning.

I honestly have not worked with someone as knowledgeable in often neglected, but critical areas of software engineering for quite a while. And we have not had someone as good at seeing, raising and proactively solving those at

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Casumo till now.

Has a broad range of experience which makes him able to make the right decisions

Probes when needed, takes decisions when he is certain

Has very deep technical understanding, so can oversee problems before they occur

by identifying the potential options available, investigated each of the options and then makes the decision (in agreement with the team) how to implement the requirement.

Learning on the Fly

· Learns quickly when facing new problems

· Relentless and versatile learner who is open to change

· Quickly grasps the essence and the underlying structure of anything

· Enjoys the challenge of unfamiliar tasks

Grzegorz can shift focus and handle multiple types of issues. When he doesn't know how to solve something, he is quick to begin researching alternative resolution methods. Despite the fact that he is relatively new to Casumo, he has quickly been able to grasp the underlying architecture of our systems and how we operate.

There were tons of stuff one had to learn from the existing not too straightforward system in order to replicate existing functionality, rewrite it and deliver a solid, stable and scalable solution.

He is continuously learning and improving is his life style

Enjoys though problems and likes sharing his experiences

From a learning perspective technically he is very strong but i think he needs to shift slightly to start learning the business

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Happiness

Integrity and Trust

· Is widely trusted by other people

· Is seen as a direct, honest person

· Can present the truth to others in an appropriate and helpful way

· Keeps confidences

· Admits mistakes

I trust Grzegorz when it comes to work 100%, he delivers on time and works extra if needed to deliver his tasks + most of the time covering what others are not covering. In my opinion and based on what I have heard from my team members who work closely with Grzegorz, he is seen as a very strong member who is eager to assist everyone when and where he can and is most importantly, seen as very approachable.

He is able to quickly adapt to dealing with multiple personality types allowing him to make connections with those he works with.

Successful deliverables naturally generate trust. Having deep knowledge of certain areas, review and constructive feedback on changes of others is behavior that I observed which I believe answers the above.

Admitting mistakes - I've seen that too, naturally - we all make them, learn from them and there is nothing to be ashamed of.

- His confidence and deep insight in tech makes him look overwhelming and people might find it hard to talk to him

- Very blunt at times, makes him look intimidating

- Very honest and insightful feedback

- No bullshit kind of guy

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Motivating Others

· Creates a climate in which people want to do their best

· Invites input from everyone and shares ownership

· Is someone people like working with.

I think he could improve this competency when it comes to tech stuff. I know he agrees the current code is not good and he is straight and open with it since it seems to be a reality. However, existing developers built that long time ago for the needs we had back then, he should be a bit more emphatic maybe and try to say same content with nicer and more motivating words :)

Again, his honest and approachable demeanor makes those around him want to be a part of his team but also facilitates a strong co-worker structure based on trust and openness.

He is definitely seen as a leader and someone who makes himself available to assist anyone who needs help.

I believe he is the top contributor to the #tech-culture movement here which is about making Casumo an actual tech company where people would love to come and work at - raising the prestige of what we are.

Being not only very strong technically but also possessing those people skills is an invaluable trait. He speaks at conferences all around the world currently and represents Casumo as a company, getting us more exposure to talent pools worldwide in a very positive way.

He is one of the best people to give you technical feedback within the company, is able to motivate his people through his own persona, people want to be as technically strong as him

He could improve his ability to listen to people, and not take hard lines on situation which are black and white. e.g. do not just show what is

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bad in the code base but propose solution and educate in the process (I think he already knows about this and i can see active improvements)

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Super Powers	Tech savvy, smart, efficient, HELPFUL (always available for when I need help with whatever), likes teaching and sharing knowledge. Approachable, Huge Domain Knowledge, Natural Leader He is one of the strongest if not the strongest developer we have in the company. He knows ins and outs of distributed systems, system architectures, programming languages and their low level details. He also writes very clean code. To add to that, he has the leadership skills that complement his technical abilities. Super deep knowledge on the JVM
Opportunities for growth	Empathy, understanding of people's feelings. My only concern is that the new lead role would not drag him too much towards too many meetings and management side of things. He's very strong technically and I would love to see him contributing to technical solutions as well as mentoring more junior colleagues (which he does!). Being right is only half the battle, understanding what made people take the wrong path and understanding why they are opposing change is the other half.

Additional comments for Tomek:
Grzegorz is a great team member, I think he helped a lot leveraging Casumo tech knowledge and has already participated in successful projects. Just to improve, he needs to know how to be appealing to people, maybe being more humble, or more close to people, empathy, etc. Working on remote does not help a lot to get better on this.

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Personal goals	To become a trusted Casumo partner that can help in shaping not only software but the Company's culture as well. To be perceived as someone that can be thrown into the most difficult emergency situation, and be able to deliver (or at least explain and advice why it requires a different approach).
How to get there	By taking a step forward and gaining more trust - looks like it's proved to be working so far :)

The end.