

2015-16 Review Process

Manager Review

Sharath B S

Performance Review: 04/01/2015 - 03/31/2016

Reviewer: Gayathri Shankar Role: Manager

Document Status: Completed

Review Status: Review Completed

This review is completed.

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Overall Performance Summary

Provide an overall summary of your performance against your objectives, expectations, and the high performance bar.

If you are a people manager or managed any direct reports in the past year, please also discuss your performance in the following management tasks: hiring, on-boarding, coaching and developing, managing performance, promoting and retaining employees.

Overall Performance Summary

Employee Summary:

2015, was a great year in my professional and personal development. Had its own good and bad experiences. Learned how to say No in a better way to have a realistic task which intern backfired me as people started feeling I stopped working, because previously I used to say yes.

Few Highlights of 2015:

*Had been part of 2015 Goal building activity for DR.

*Conducted Internal training sessions to DR team with other Sr. Associates on various topics related to process and others and worked along with building AIR flow diagram which covered the goal of Develop Knowledge Repository and conduct Trainings to improve overall knowledge bar of the organization

*Managed DR Quality Program by Rebuilding the whole process, to automate end to end, which covered the goal of Quality Improvement with over quality was above 98% in DR.

*Handled projects Repeat rate reduction, DPMO Reduction, Image issue reduction, Barcode reconciliation and mentored multiple associates on small scale projects, overall it helped in saving 32000 ISS TTs which is 8 FTE savings against the target of 6 FTE. (Added an attachment

for more details)

*Conducted RBS level grasshopper training to make the origination Data driven and supported in providing Data support and making decision based on Data.

*On 2015 Nov, Moved to C-Ops as Business Analyst and learned and executed WBRs and MBR for DG and RPC team and also build many data solutions to the teams and projects.

Manager Summary:

During 2015, Sharath was part of DR prior to his promotion as Business Analyst in C-Ops team. In his role as L4-IC, he has successfully delivered high impact projects that has been listed in the employee summary. One of Sharath's key strengths is that he constantly looks for refinement in processes and pursues a lean oriented approach and this reflects in the HC savings for the projects he completed in DR team. He spends time to understand any process in totality, proactively seeks information around upstream and downstream impact. He reaches out to various teams to source information and as a result when he comes up with a solution or recommendation, he ensures that a well rounded approach has been taken. This has definitely contributed to the successful completion of all projects in DR.

Post the movement in to the new role as BA for Compliance Operations, he was assigned with the challenge to develop and streamline operational metrics for all compliance teams. C-Ops being a growing org had its own process specific dynamics and challenges but Sharath has been able to adapt to demanding changes in the wake of process changes and dynamic needs during backlog situations in teams. He is very quick to learn and understand business requirements and deliver effectively. He has supported multiple iterations and changes within short notice and this is a noteworthy contribution. With every report he has always in parallel identified opportunities to automate them to simplify future extraction of data from predefined queries. This ensured that only minimal corrections or changes were required once the report is generated. Today, Sharath owns metrics compilation and publishing reports for C-Ops worldwide.

In addition to developing and publishing metrics, Sharath has also supported teams in developing macros to support process improvement initiatives. He voluntarily set up educational sessions for anyone to approach him for support around advanced excel / share-point / tech queries.

Sharath has to ensure that he closes metrics development for all programs in C-Ops and standardize this.

Identify Strengths and Areas for Improvement

Summarize your top 1-3 strengths and top 1-3 areas for improvement using our Leadership Principles and/or any job specific competencies or skills (e.g. [SDE Principles](#)).

Tips: Are you looking for more [instructions](#) or [examples](#)?

Strengths

Employee Summary:

My Top 3 Strengths are

1) Learn and Be Curious

Even though it is a new Leadership Principle, I feel this Principle is made for me. One of the main reasons to switch team and roll, there were minimal topics to learn in DR process. I will always be curious to help others just so that I can learn something new by helping others. To give a specific instance, there was need for building a Microsoft share point, however, I only had basic knowledge about share point creation, but still agreed to do the task, by which I learned how to build the different permission levels, multiple sub site, create & modify workflows and use them in different tasks to save time and proper documentation.

2) Earn Trust:

SME and Business analyst are both kinds of role where doesn't belong to any team, however works with all the team. I understood earning the trust of all the stakeholder is a key strength to implement or convince others to do the task and succeed in this role. There were multiple instances where I need to make a change in a process. For example, in DR audit process to improve the overall compliance, quality we implemented mandatory first and last correspondence checklist. As it was an additional task to their current task, there was lots of resistance from the team for this change. I organized MP Wise meeting with the team to understand their concerns and explained them the importance of using the checklist and convinced the team to use it which improved the compliance quality by 10% percent.

3) Invent and Simplify:

As automation is my self-interest topic, Invent and Simplify come naturally, as I always look for how I can automate things, how I can reduce the manual touch point or reduce the process touch points. For an instance In Hazmat process, there was a huge backlog of non-gated ASIN, in their classifying process they search to include & exclude keyword in the website and classify them as Haz or Non Haz based on it. I understood that, we can use SQL and Excel functions to achieve this with less manual intervention. I wrote a SQL query to retrieve the ASIN details and created some excel user defined function to search for predefine include and exclude keywords. By this system was able to make the decision of classification, this helped in classified around 15K ASINs in bulk.

- What Amazon Leadership Principle(s) would you associate this Employee Summary with? (hover over each principle for a detailed description) - Optional

☐

Customer Obsession

☐

Ownership

☒

Invent and Simplify



Are Right, A Lot



Learn and Be Curious



Hire and Develop The Best



Insist on the Highest Standards



Think Big



Bias for Action



Frugality



Earn Trust



Dive Deep



Have Backbone; Disagree & Commit



Deliver Results

Other Strengths

Manager Summary:

As detailed in the summary section, Sharath has been able to leverage his strengths to deliver against changing operational requirements for C-Ops and provide solutions. He has made a good start and I would want to see him streamline metrics and make the process auto pilot to the maximum extent. Based on my observations and examples called in the summary, I definitely believe that Sharath is strong on Deep Dive, Bias for action and Invent and simplify.

- What Amazon Leadership Principle(s) would you associate this Manager Summary with? (hover over each principle for a detailed description) - Optional



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Deliver Results

Other Strengths

Areas for Improvement

Employee Summary:

Areas for Improvement

Ownership:

In past year, one area I missed is ownership, as I was in IC role, there were multiple instance I didn't display the ownership of a task as there was a different assigned owner to that. I understood it is not a right attitude of a leader which I am trying to avoid the same this year.

- What Amazon Leadership Principle(s) would you associate this Employee Summary with? (hover over each principle for a detailed description) - Optional

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Deliver Results

Other Areas for Improvement

Manager Summary:

Focus areas for Sharath would be:-

Deliver Results & Earn Trust - He needs to ensure that he does not take on more than he can deliver. He tends accept multiple requirements across the C-Ops team and then extends additional hours to complete them and few deliverables miss agreed deadlines as a result. This impacts the earn trust factor when expectations are not met.

He needs to work on a better structure and channel all work requests with agreed ETA's and prioritize them accordingly to ensure he meets the requirement and is able to meet delivery timelines

Insist on High Standards:- In addition to issues with timelines, there have been instances when accuracy of the output / report has been compromised leading to few iterative changes. This is something that Sharath needs to address immediately.

In order to supplement his strengths and to bring more value in his role he needs to make a changed approach as outlined above and work on effective communication that is both assertive and emphatic so that it sets right expectations from the team he works with and supports in his role as BA.

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Earn Trust

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Dive Deep

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Deliver Results

Other Areas for Improvement

Ratings

Performance Rating: Achieves

Leadership Principles Rating: Solid Strength

Acknowledge Receipt of Review

Note: Your acknowledgement does not necessarily indicate that you agree with the review, only that you have received the final copy.

Acknowledgement Comments

Employee Summary:

I Acknowledgement the comments and will improve from them.
