From: Fayyazi, Morteza <...@mentor.com>
Sent: Wednesday, April 17, 2019 08:22 PM

To: <Team 1, Member 1>; Vuillemin, Laurent <...@mentor.com>; Monroe, Jacqueline

<...@mentor.com>

**Subject:** Performance review

## Hi <Team 1, member 1>,

Here is my assessment for your performance review starting <Start Date> until today.

## Pros

- You have made good effort and progress on understanding our < Domain> software and tools.
- You have developed clean and efficient code for <Feature 1-A> and <Feature 1-B> APIs that will be used in <Next major software release>.
- You have contributed positively in discussions for future projects and improvements.

Section 1

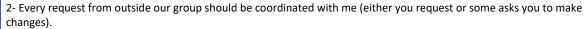
## Cons:

- You have violated some of our operating rules that damaged trust, team play, productivity, and effectiveness.

Here are some of the rules that I require everyone in the team to follow.

(I've explained you the logic behind these rules in multiple occasions).

- 1- Every software code change needs to be reviewed by me or someone that I appoint to make sure:
- (a) our software development is aligned with our goals and requirements
- (b) a second eye can verify correctness of the code



We'll need to have an agreement within our team on changes that impact other groups before proceeding to request others for a change.

When agreement is reached, I normally ask the employee to drive the request and CC me to make sure actions are made by others.

Making requests from other teams without any initial agreement creates a sense of chaos within the team, makes your request ineffective, and damages the relationships.

3- I expect employees respect me and the team as much as I respect them.

Section 2

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Here are a few examples of violating the rules. These violations were repeated even after we had discussions and you accepted.

- You reached out to other teams (e.g., <**Team 2, Member 1>**) asking them to make changes before any discussion with me (and even cc me on emails).
- You made request for changes on our git system from <**Tools Team, Member 1>** that impacted everyone in <**Our Division>** without any discussion with me.
- You insisted on your request for git changes even after my disagreement. You sent multiple emails each one to a wider audience ignoring my request.
- You left at the middle of our weekly meeting without any explanation.

The reason that you gave me the following day: the meeting was too long. What I expect: you could just tell that we end the meeting or tell that you had to leave.

- You decide on a daily basis if you'd like to work from home or come to office. I always let the team know in advance if I won't come to the office and I expect the same from the team.

(I totally understand that occasionally we don't know in advance and it's ok).

Section 3

If you agree with our rules and you're willing to make changes, I'm sure that we can make a great team.

If not, unfortunately we cannot work together and you'll be required to leave.

## Regards,

- Morteza