

2019 Performance and Development Form - B for Iris Brugman

Employee Information

Preferred First Name	Iris	Preferred Last Name	Brugman
Line Manager	Franziska Breiting	Global Department Title	Base
Legal Entity	Heineken Group B.V. (NLLJ)	Global Position Title	Training & Learning Support Officer
Matrix Manager			

Individual How

During the objective setting stage, use this section to set the manager's specific expectations regarding the Individual HOW. During the evaluation stage, use this section to evaluate the Individual HOW.

Line manager comments

Connect: great connector to different stakeholders, open person and pleasant to work with. Adaptable to changing situations. Collaborating with others, she is showing patience, a structured communication and delivery of the training. Iris is self aware and developing herself, is open to learn and get feedback.

Deliver: excels at this; comes up with plans, a vision, timelines and makes them a reality by executing with discipline. She delivers on time, is creative around how she can reach her goals if delivery is impacted (e.g. videos not coming in on time). She has a lot of drive for delivery, would be good to keep this in the back of her mind; depending on who she works with

Shape: Iris has aligned with other programmes to see how they use it and take their insights with her for BASE. For this purpose, she connects to other departments and looks for best practices elsewhere and other visions. She set up the Enable Now community and connects to IBM and SharePoint consultants.

Develop: with the trainings provided on the tool, she developed the BSO and also Key Users to work with Enable Now. Her starting point is very energetic and passionate; if people don't meet her expectations she can lose trust and motivation which requires some coaching. But over the past months her awareness about this grew and she is working on it. Interacting with a multicultural audience, she could check if things are understood really instead of taking their words for granted.

Role Model: Acted as an Entrepreneur, is consistent, learns to improve and collaborates through trust, keeps things simple

Mid Year Review

Use this section to provide your comments on performance and development. It is highly recommended that you summarize in the comment box below the Mid-Year Review discussion you had with your Line Manager in terms of: progress made against objectives so far and individual strengths and development areas.

Manager's Comment

Iris is providing regular updates to the PLT and other relevant stakeholders. She has a clearly structured report and dashboard and is flagging attention points and topics to be escalated in a proper way. She has brought herself up to speed on the system, is eager to explore new functionality and able to work the tool to its full potential to the benefit of BASE (template creation). Doing that she is also thinking on how to use the tool to increase efficiency and further standardisation (QRC, SOP replacement). The video creation is challenging due to the unavailability of the creating resources, but she has made the best of her 'spare' time and is supporting the team in other ways (newsletter, BASE HR SP, BASE SP, go live comms activities, etc.). She has also created a feedback loop with the key users and with that ensures customer feedback is taken into account and we currently improve what we have.

She has a great way of teaching and is able to create engaging and easy to understand learning materials and with that is onboarding the BSO colleagues (as well as OpCo KU that are supporting) one by one.

With her ability to naturally connect, she has built a network of Enable Now experts, that she is actively engaging with. Focus for the remainder of the year is to finalise the videos as far as possible, develop and agree on a governance approach and hand over the knowledge of Enable Now fully to the BSO Lead appointed to ensure we can continue using the tool.

Individual How Rating

Overall How Rating

Exceeds Expectations

End Year Performance Rating

Make an evaluation of End Year Performance based on results of Individual Objectives (the WHAT) and the Individual HOW.

End Year Performance Rating: 4.0 - Exceeds Expectations

End Year Performance Rating Comments

Line manager comments

Iris has a customer service mindset, is always eager to ensure her audience understand what she needs from them (BSO) and the customer (end user) enjoys the product and that it meets their requirements. She is very approachable, willing to help and makes time if she gets approached. She is proactive in guiding and involving & training others to ensure the overall timeline and product was delivered on time, for publication. In her work she is well structured and organised, had to learn how to adapt that style to the environment she was operating in though. But she was flexible and supported the team with getting the Key Users onboard to support with the recording (trainings on Instant Producer). She is a clear communicator, friendly, enthusiasm, passion for the project and has integrated well into the team, being seen as a valued colleague.

Was able to deliver well within her dependencies and made sure her work was done on time. In the meantime, when waiting for input, she was keeping herself busy with the BASE HR Sharepoint and the new BASE SP. She enjoys the technical details and so working on these tools has suited her very well.

She excels by having a clear vision, thinking big and delivering effectively. With that, she has gone beyond the basic tasks and raised the bar for delivery of this task, thought along on how she can improve the product and create more value. Apart from her work in BASE (Enable Now and SP), she has also delivered materials and content for the broader community for Enable Now and managed upgrades and fixed bugs in the system.

Her challenges lay in collaboration where her expectations of how the other should act can frustrate her. As long as they do what she expects and things run smoothly though, she explains very clearly, is supportive and her enthusiasm

about the project works contagious. Could work on how to be flexible around her stakeholders and how to influence through others.

Sustained Performance and Potential Evaluation

Make an evaluation of Sustained Performance (performance over the last 3 years) and Potential. For more information on Sustained Performance, Potential and its corresponding rating categories please refer to the Quick Reference Guide

Sustained Performance Rating

Too Soon To Tell

Potential Rating

2.0 - Promotable Potential

Section Comments:

Line manager comments

Has proven to have great learning agility (configuration of Enable Now, knowledge owner in 2 months, etc.) and is eager to grow and develop other skills and capabilities. Believe Iris has great potential, she is passionate about learning and able to develop capabilities she requires to do different roles. I hope she will return to Heineken after her she finishes her trip next year, as she will bring great value to any team!

Next step should not be another Enable Now related role, but something else that requires her to develop new capabilities and skills.