Eric Jones

Director of Software Engineering

Ref Avg	Self Avg
3.55	**3.35**

✓ **Completed**
December 1 2022

What do the ratings mean?

1 - 1.99	2 - 2.99	3 - 3.99	4 - 4.99	5.00
OKAY	**GOOD**	**VERY GOOD**	**GREAT**	**BEST**
Definitely had room for improvement	Met the job requirements	Better than most	One of the top 3-5 you've worked with	The best you have worked with

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References (4)

Reference	Relationship	Company	Hire Recommendation	Reference Average
Lisa Miller	Manager 2019 - 2022	Workday VP of Engineering	Yes, would strongly recommend	**3.17**
Phil Lewis	Manager 2017 - 2019	Twitter VP of Engineering	Yes, would strongly recommend	**3.57**
Dave Lee	Manager 2015 - 2017	Google Software Engine…	Yes, would strongly recommend	**3.61**
Veronica Ford	Direct Report 2020 - 2022	Salesforce Software Engine…	Yes, would strongly recommend	**3.87**

Overall Skill Ratings

Reference	Overall Performance	Attribute Ratings	Soft Skill Ratings	Team Skill Ratings
Lisa Miller Manager	4.00	3.20	2.71	3.67
Phil Lewis Manager	4.00	3.60	3.43	3.67
Dave Lee Manager	4.00	3.70	3.57	3.50
Veronica Ford Direct Report	5.00	4.10	3.29	4.17
References Average	4.25	3.65	3.25	3.75
Eric Jones Self Average	3.00	3.50	3.00	3.50

Highest Rated Attributes

Attributes / Skills	Reference Average	Self Average
Working effectively with little direction	5.00	4
Self-starter	5.00	3
Honesty	5.00	5
Intelligence	4.75	2
Working within a team	4.50	2

Lowest Rated Attributes

Attributes / Skills	Reference Average	Self Average
Presentation skills	2.00	2
Written communication skills	2.25	2
Take feedback well	2.50	4
Delegating	2.50	2
Conflict management	2.75	2

Which of these skills is Eric exceptional at?

Reference	Response
Lisa Miller	Working within a team, Self-motivation, Project Management
Phil Lewis	Self-motivation, Working within a team, Coachability
Dave Lee	Self-motivation, Working within a team, Humility
Veronica Ford	Self-motivation, Working within a team, Resourceful

Which of these skills should Eric focus on improving?

Reference	Response
Lisa Miller	Presentation skills, Written skills, Conflict management
Phil Lewis	Presentation skills, Written skills, Delegating
Dave Lee	Presentation skills, Delegating, Conflict management
Veronica Ford	Presentation skills, Conflict management, Patience

What size company is Eric best suited to work at?

Reference	Response
Lisa Miller	All of the above
Phil Lewis	All of the above
Dave Lee	All of the above
Veronica Ford	All of the above

Was Eric ever promoted when you worked together at (reference's company)?

Reference	Response
Lisa Miller	Yes, Once
Phil Lewis	Yes, Once
Dave Lee	No
Veronica Ford	Yes, Once

Did Eric leave their job at (reference's company)?

Reference	Response
Lisa Miller	Yes
Phil Lewis	Yes
Dave Lee	Yes
Veronica Ford	Yes

What were the most positive things you remember about Eric?

Reference	Response
Lisa Miller	Very committed & hard working leader. Led by example. Well respected by virtually everyone. Excellent team player/leader. Very resource focused - knew how to get the most out of his project team(s) & when & how to ask for & justify new resources if & as required. Excellent leader under pressure.
Phil Lewis	Eric worked for me to help me understand the competencies and gaps within our software department and team. He was able to quickly come in and access the team member skill sets and then presented a variety of process improvements. He also made recommendations of different technologies and tools that would make the team more effective. Eric was able to do this remotely and on a different time zone than our office headquarters. I found Eric to be honest, reliable, sets clear expectations and he delivered on all of his commitments to me and to the organization. Eric was recommended to me by one of my Board of Director colleagues, who knew him from a prior company where he was viewed as a strong asset to that organization for his skills and knowledge in leading software teams and projects.
Dave Lee	I have had the opportunity to work with Eric several times (both at and before Google). Frequently I have asked him to step outside his typical role and apply his considerable skillset in a different way. I have never been disappointed and would actively engage Eric to assist In any endeavor.
Veronica Ford	He lead his group very effectively. There were multiple project his group participated in including a one to rebuild our major application from the ground up. He managed his groups resources well, I thought. He encouraged us through an aggressive scope and timeline. He had the knowledge, and experience, to help us design and formulate the software to be rebuilt. He also had a great relationship with his group built on mutual trust and respect. I've had managers before who were just that managers, they didn't have the foundation in developing software such that I respected them as developers. Eric is one of those who led by example based on his knowledge and experience.

What feedback do you remember sharing with Eric about areas for improvement?

Reference	Response
Lisa Miller	Could have sometimes done a better job quickly identifying poor contributors & replacing them with stronger players.
Phil Lewis	He had all of the skills needed to successfully complete assignments for our company. He just needs more time in a leadership role where he'll be tasked to present and delegate. Also, his overall communication skills are great, but he should put a little more time into organizing certain emails.
Dave Lee	I can only recall speaking with Eric to provide specific character profile details about people he was working with to enable Eric to structure the work or presentation better to extract the best or most desired results.
Veronica Ford	I remember us discussing ways to get upper management to better understand the realities of software development- such as scope vs time vs quality. He just needed more confidence in presenting that to them.

Do you have any final comments to add about Eric?

Reference	Response
Lisa Miller	Eric played a major role at Workday as our software development leader. Leading innovative and automated system's was a highly challenging and highly demanding Workday leadership responsibility. In this capacity, Eric played a major role in Workday's very successful evolution to global leader in the automated HR tech in a very short period!
Phil Lewis	Eric was a valuable part of the Company's team and I have great confidence that he will be a valuable asset wherever he goes.
Dave Lee	Reliable, punctual, capable, trustworthy, communicative, well-structured, inspirational, and a worthy gentleman.
Veronica Ford	Eric is one of the top 3 people I have worked for. I really enjoyed working with him because I learned a lot from him and respected him. We had a lot of great discussions about our work and how to continually improve it. I felt respected and valued by him. As far as I could see the rest of his group felt the same way.