



■ 1217 Lakewood Dr ■ Greensboro ■ NC ■ 27410 ■ USA ■ 1(336)854-4102 ■ v_taras@uncg.edu ■ www.X-Culture.org ■

PERSONAL PERFORMANCE REVIEW

Attention: Thalia Panoutsos
University: University of Alabama
Country: USA
Email: tmpanoutsos@crimson.ua.edu
Track: 2018-2b

30 December 2018

Dear Thalia,

The X-Culture 2018-2 round is over. In this package you will find:

1. Your personal confidential performance review;
2. Your recommendation letter;
3. Your X-Culture certificate.

First, here is your personal confidential performance review. It is an honest multi-dimensional review of your performance that provides not only an evaluation of your work in general, but also indicates how your performance compares to that of other X-Culture students.

Please do not get upset if some of your numbers are low. We hope you recognize that honest feedback, even if negative, helps you identify areas where you can improve.

This is your personal and private performance review. We do not share it with anyone else. It is only for your personal development.

Below are the average evaluations and feedback on your report. Each report was evaluated by several (3 to 6) professors. The numbers below are averages.

Please note that the reports were evaluated on a 7-point scale, where 1=very poor; 2=poor quality, 3=acceptable, 4=satisfactory, 5=good, 6=very good, and 7=outstanding.

Team #: 609

- General impression (average across all teams 5.1): 5.1
- Executive Summary (average across all teams 5.1): 5.3
- Block 1: Market and Competition (average across all teams 5.2): 4.4
- Block 2: Marketing Strategy (average across all teams 5.1): 5.3
- Block 3: Operations Management (average across all teams 5.0): 4.7
- Formatting quality, visual appeal, clarity of explanation and strength of the supporting arguments (average across all teams 5.2): 5.0
- Creativity of ideas (average across all teams 5.0): 4.3

REPORT SCORE (average across all teams 5.1): **4.8**

If you want to know how your team compares to other 1,200 highly skilled and competitive X-Culture teams that took part in the 2018-2 round, you were in the Top 66.9%, or your report is better than 33.1% of other submissions this semester.

The business proposals that the X-Culture participants had to develop are highly complex. They are not “2+2=?” where there is a clear correct answer (4) and all other answers are wrong. The X-Culture challenges can be solved in multiple ways, and there is no way to confidently say a certain proposal is either “right” or “wrong.” Depending on their experience and understanding of the market conditions, different experts may evaluate differently the same answer.

To give you an idea how consistent the evaluations provided by different experts were, we calculated the agreement score. An agreement score of 0.0 means that every single reviewer gave exactly the same grade to your report. An agreement score of around 1.0 means that the reviewers were generally consistent but some reviewers provided somewhat higher scores than others. An agreement score closer to 2.0 means that the reviewers had major disagreements about the quality of your work and some gave you high scores, while others gave you low scores.

The inter-rater agreement score for your report is: 1.4

Some appraisers also jotted down some quick comments on your work:

*good quality market analysis and leaflet, poor discussion of entry modes /- / /- / Very nice! /- / good
quality market analysis and leaflet, poor discussion of entry modes /- / /- / /- / /- /*

As for your personal peer evaluations, your team members gave you the following numbers:

Peer-evaluated performance:

Evaluated on a 5-point scale where 1=very bad, 2=bad, 3=acceptable, 4=good, 5=excellent.

- Effort (cohort average: 4.0): 4.8
- Intellectual contribution (cohort average: 3.8): 4.3

-
- Leadership skills (cohort average: 3.5): 3.8
 - Collegiality and positive attitude (cohort average: 4.4): 4.3
 - Overall peer evaluations (cohort average: 3.8): 4.1
 - Peer-evaluated English proficiency (cohort average: 4.4): 4.8
 - Peer-evaluated technical skills (cohort average: 4.0): 3.8
 - Peer-evaluated cultural intelligence (cohort average: 3.9): 4.8

Also, your team has shared with us that of all work completed by your team, the percent of work completed by you was 20.0% (the average would be 100% divided by your team size).

Compared to the other 5,000+ participants this semester, your individual performance was better than that of 53.5% of the other project participants, or it was in Top 46.5%. Again, remember you were competing against highly qualified students from top universities around the world. Even those who were at the bottom of this group probably perform much better than a regular person.

Also note, on average students evaluated themselves 1.10 points higher than the evaluations they received from their peers. For example, students who felt they deserved 4.80 tended to get only 3.50 from their peers. Likewise, on average students evaluated their percent contribution 10.40 points higher than what they received from their peers. For example, if you felt you completed 25% of all the work completed by your team, your team members, on average, felt that you actually completed 14.60% of the work. The same is true in reverse. Students, whom YOU gave, for example, 3.0 and 10.00% actually felt they deserved 4.10 and thought they completed 20.40% of all team's work.

This is called the “self-serving bias”. We tend to evaluate ourselves more favorably and others less favorably. This creates this discrepancy in self vs. peer evaluations.

This discrepancy is especially large in virtual teams where team members do not have many opportunities to directly observe their team members working on the project. The way our brains work is that we tend to assume the person did not do the work if I personally did not see the person do the work. So even if a team member in different country works hard, we do not see it and often assume the person is not working hard.

So if you feel the evaluations you received from your team members are too low, do not get upset. It is a normal tendency to undervalue work of others and overvalue our own work. You likely gave your team members lower scores than what they thought they deserved. This is just how people evaluate each other.



■ 1217 Lakewood Dr ■ Greensboro ■ NC ■ 27410 ■ USA ■ 1 (336) 854-4102 ■ v_taras@uncg.edu ■ www.X-Culture.org ■

30 December 2018

Subject: Reference Letter for Thalia Panoutsos

TO WHOM IT MAY CONCERN:

Thalia Panoutsos participated in the X-Culture Project in 2018.

X-Culture is a large-scale international experiential learning and business consulting project that involves over 5,000 MBA and business students from over 140 universities in 40 countries on six continents every semester. Over 50,000 students have participated in the project since its inception in 2010.

The students are placed in global virtual teams, where each team member is in a different country. Working with people from around the globe and dealing with cultural differences, time-zone dispersion, and global communication challenges, the teams complete a consulting business project for a real multinational company.

The task was to develop a market expansion strategy, including the analysis of the competitive position of the client company, its strengths and weaknesses, threats and opportunities; identifying most promising markets and conducting an in-depth analysis of their economic, cultural, and political environments; developing a market entry, pricing, promotion, marketing, and HR strategies; as well as developing recommendations with respect to the logistics and product adaptations for the new markets.

Before the project started, students received training on online collaboration tools, international team dynamics, cross-cultural communication and conflict resolution, and more. During the semester, the students have had multiple live webinars with the CEOs and owners of the client companies. A number of students have also had opportunities to present their work to and received feedback from the top managers of their client companies.

We rigorously measure and compare performance of the students and rate the students on over a dozen performance indicators, including peer evaluations, report quality, timeliness, creativity and more. This provides an excellent work sample as performance in X-Culture is probably a good predictor of performance in jobs requiring teamwork, cross-cultural interactions, and analytical and research skills.

Our records of *Thalia Panoutsos*'s performance over the several months of X-Culture are provided below.

Global Virtual Team Aptitude Test: Successfully Passed.

Before the project start, each student had to complete a rigorous global virtual team aptitude test. We measured knowledge of online collaboration tools, ability to work with information, understanding of teamwork principles, and challenges and best practices of international collaboration, as well as English language skills.

Thalia Panoutsos has successfully completed the pre-project training and passed the Global Virtual Team Aptitude Test.

Notably, these test results were among the highest (Top 40%) in the cohort of 5,000+ students who took the test this semester.

Diligence and Ability to Meet Deadlines: Very high.

Peer-Evaluated Performance and Potential:

(1=very bad, 2=bad, 3=acceptable, 4=good, 5=excellent)

Effort: 4.8

Creativity: 4.3

Leadership skills: 3.8

Collegiality and positive attitude: 4.3

Peer-evaluated English proficiency: 4.8

Peer-evaluated technical skills: 3.8

Overall peer evaluations: 4.1

The students also rated each team member's role on the team. The results showed that Thalia Panoutsos was the team's leader who did most coordination and leadership and commanded very significant influence and respect in the team

Expert-Evaluated Ability to Solve Complete Problems:

Each international team completed a consulting project for a real international company and developed an international market entry strategy. Each consulting report was evaluated by several International Business professors and industry experts. Below are the expert evaluations of the consulting project developed by Thalia Panoutsos's team.

(1=very bad, 2=bad, 3=acceptable, 4=not bad, 5=good, 6=very good, 7=excellent)

Quality and economic viability of the consulting report and ability to solve complex international business problems: 4.8.

Creativity and ability to produce novel unconventional solutions: 4.3

Writing skills, ability to present clear and convincing arguments: 5.0

Recommendation:

Based on my thorough review and comparison of Thalia Panoutsos's performance compared to the other teams and students who took part in X-Culture this semester, I can confidently recommend this person for a job that requires work in teams, including cross-cultural virtual teams.

Also, I can very confidently recommend this person for jobs that require strong analytical, research, and writing skills, such as business consulting projects.

Provided that *Thalia Panoutsos* has learned a lot during the X-Culture Project, I predict even better performance the next time on a similar task.

If past performance is a predictor of future performance, I expect that Thalia Panoutsos will do well on team-based international business consulting projects in the future.

Most sincerely,



Dr. Vasyl Taras

Associate Professor of International Business

X-Culture Project Founder and Director

Fellow of the Academy of International Business, Southeast USA

Bryan School of Business and Economics

University of North Carolina at Greensboro

v_taras@uncg.edu

www.X-Culture.org



GLOBAL COLLABORATION CERTIFICATE

awarded to

THALIA PANOUTSOS

who successfully completed the X-Culture Global Collaboration Course involving theoretical training and two months of practical experience as a member of a Global Virtual Team. The teams developed a high-quality business plan for a multinational company, working alongside over 5,000 students from 130 universities in over 40 countries on 6 continents.



Vas Taras

30 December 2018

Dr. Vas Taras, Founder and Coordinator