



2017 Performance and Development Review for Dennis J Alexander

Associate Information

Last Name	Alexander	Position	Vet District Manager
Known As Name	Dennis	Unit	Mars Global Petcare
Line Manager	Matt Montoya	Division	Royal Canin
P&O Business Partner	Lindsay J Dugger	Site	RSC RC, Saint Charles, US

Review Period Information

Originator	Lauren E Shake (40324953)
Review Period	01/01/2017 - 12/31/2017
Due Date	01/19/2018

Introduction

Completion of the performance and development review is a key responsibility for Associates and Line Managers. At Mars, ongoing coaching and feedback are fundamental to the success of Associates and the organization. To support you and your Line Manager in the process, please refer to the Performance Management Toolkit found under [Help & Tutorials here](#) in iTMS. Objectives and development plans now feature at the bottom of the form, please scroll down to view them.

Objectives Plan

All Associates will have objectives that are aligned with the achievement of our overall business strategies. Individual objectives must represent the typical expectations in terms of scope, responsibility and accountability for the position. Results achieved need to be updated directly in the [objective plan](#) in iTMS and not in the PDP form.

Continue toward completing my Degree In Marketing and Communications. Complete 3 classes in 2017

Completion of credits

Objective Details

Start Date	01/01/2017	Due Date	11/30/2017
Description (SMART)	Complete 13.5 units at National University.	Results Achieved	I completed my first 4.5 units in 2017 towards my Bachelor's Degree during the Winter Quarter January 2017, I completed studies in Probability & Statistics MTH210 where I received an A in the class. My second class was in the Spring Quarter May 2017, where I completed 4.5 units in Intro to Mass Communication COM100 and received a grade of an A as well. The final course I completed for 2017 was 4.5 units in Intro to Art History ART100 in October 2017, The grade I received was an A. I will have completed 13.5 units for the 2017.

Deliver Consistent Results, become more proficient in Functional/Technical Skills

Increase of sales, as I will have the ability to speak technically on our diets.

Objective Details

Start Date	01/01/2017	Due Date	12/31/2017
Description (SMART)	Understand physiology of disease and how to apply nutrition. I will do this through Royal Canin Clinical Nutrition Books, SSV Meetings, market meetings, and through field coaching with Regional Manager, Matt Montoya.	Results Achieved	I have organized and participated in a 15 Banfield Doctor CE/Market Meeting Dinner where Dr. Catherine Klein spoke about Gastrointestinal disease in cats and dogs, and have been able to utilize this presentation to talk with Veterinarians in the field. I have been able to utilize my Royal Canin nutrition book to answer questions that I may not have the answer to on a daily basis, and be able to gain a sale through answering questions that veterinarians may have.

Development Plan

Development objectives support the Associate's growth and performance for current and future roles. Results achieved need to be updated directly in the [development plan](#) of iTMS and not in the PDP form.

Current Role

Continue Degree toward Marketing & Communications

Objective Details

Start Date	01/01/2017	Due Date	11/30/2017
From (Describe Current State)	Sign up for 3 classes this year at National University.	To (Describe Future State)	to better understand the Royal Canin Brand, Understanding the marketing departments steps to understand why our Logo and Marketing takes the steps it does to protect our brand.
70% - Learn By Doing	Complete 13.5 units this year towards Bachelors Degree in Marketing	20% - Learn From Others	Participate in online discussions with National University,
10% - Learning Event	Lynda.com training course	Results Achieved	2017 = Completed 13.5 credits MTH210 Probability & Statistics Grade: A COM100 Intro to Mass Communication Grade: A ART100 Intro to Art History Grade: A All courses for my National University degree are being completed online, and require weekly interactive class discussion and feedback. Competition Law Awareness - MARS University Certificate of completion 9/26/2017 Field Sales Online Education, National University/Lynda.com "How to be an efficient Field Sales Person" Completed with Certificate 10/26/2017

Current Role

Functional & Technical Skills

Objective Details

Start Date	01/01/2017	Due Date	12/31/2017
From (Describe Current State)	Go from a good knowledge to a deeper knowledge of physiology of disease to nutritional ease of application	To (Describe Future State)	Understand physiology of disease and how to apply to nutrition
70% - Learn By Doing	utilizing the Royal Canin Clinical Nutrition Encyclopedias and online resources.	20% - Learn From Others	One on One with Regional Manager, Matt Montoya. SSV Catherine Kline Ride A Longs Field Coaching with Matt Montoya, every period
10% - Learning Event	SSV Meetings	Results Achieved	April 2017: Attended Call with Dr. Zander Bennett on Urinary SO Technical Training March 2017: Attended Call with Dr. Zander Bennett on Derm Technical Training SSV Technical Call attended: February 24, 2017 SSV, Catherine Klein Call August 2017 Raw Diet Challenges Training Call Reading Encyclopedia of Canine and Feline Nutrition Royal Canin Books October 6-8, 2017 attended with Dr. Klein; Derm Forum for Vets at Dana Point Conference

Associate Comments

In this section, the Associate should highlight key achievements in the area of performance and development for the period in review.

During 2017, I have made significant progress in my professional and personal development as a District Manager with Royal Canin Veterinary Diets. My key successes for the year include:

- Completed my sixth course towards my Bachelors of Integrated Marketing and Communication Degree. I have maintained a 4.0 GPA.
- Achieved highest sales in the two-region contest for Ultamino, winning all three categories of sales totaling \$600 in prizes. (August 2017), and held top sales dollar position consistently on regional Salesforce activity report
- Trained six new associates in my territory and two other regions to demonstrate best practices and mentor them in the routines of a District Manager
- Represented Royal Canin at six events throughout 2017 (SCVA Long Beach, VCA Arrowhead, NVA Long Beach, Pacific Vet Conference, Banfield CE Dinner, Derm Forum for Vets Dana Point)
- Nominated and chosen to join the Royal Canin Show Team & Advisory Council for 2018

Associate Comments

Since being designated Salesforce champion for the team in January, I have embodied this role. I presented on Salesforce best practices at the regional meeting in May, participated in the corporate Walk Me Through pilot program, and ensured that all associates I coached understand the critical importance of proper Salesforce utilization. During the vacancy of our regional manager position from May through September, I served as interim team lead to maintain team momentum and encourage team productivity. To assist Matt Montoya with his onboarding, I organized and submitted a team roster as well as providing a debrief and insight on strengths and challenges across the team.

I continue to focus on the Mars 5 Principles throughout my engagement with clinics and in my personal life. Embodying the principle of mutuality, I organized a Halloween chocolate surge day to support our Mars Chocolate teammates and an MVP clean-up day at Huntington Dog Beach. I was recognized during a Facing Challenges Call for my responsibility, in that I am "always staying positive with (my) clinics and teammates. Provided moral support on a team without an RM and is instrumental in keeping (Patrick Dubois) posted on what is going on. Helping to cover an open territory, calling VCAs to place their orders. Jumped in on an upset customer outside (my) territory responsibilities and solved their issues." I continue to build on the solid relationship I developed with my practice managers at Banfield last year, and I have made significant strides with building similar relationships with my VCA Hospitals and independent clinics. I look forward to taking everything I have learned through 2017 and growing from this strong foundation as we move into 2018.

Associate Career Aspirations and Mobility

To be completed by Associate. Career Aspirations highlight the job experiences and development you are seeking at Mars, Incorporated. After completing the PDP form, please complete your Career Aspirations and Mobility directly in your Associate Profile in ITMS.

☒ I have reviewed both my Career Aspirations and Mobility.

Best Next Move

After completing the PDP form, please complete the Best Next Move information for the Associate directly in the Associate's Profile in ITMS.

Performance Rating

The overall performance evaluation for an Associate should reflect the achieved results across all performance and development objectives for the past review period. The Line Manager will enter the overall performance rating in this section.

Performance Rating

Outstanding

Line Manager Comments

In this section, the Line Manager should highlight key achievements in the area of performance and development for the period in review. In addition, the Line Manager should also detail why the performance rating has been selected and comment on areas for continued development and improvement.

Line Manager Comments

You have been able to reach and exceed your 2017 KPI's. You have proven results that exemplify outstanding performance and leadership capabilities. Some of the many accomplishments for 2017 are listed out in your PDP as well as many more MLC's behaviors.

You are approximately 1 month removed from your 2 year anniversary at Royal Canin. You have expressed interest in becoming a lead DM. I believe you are "ready now" to move into a lead DM role and have had discussions with our DJ (Area Director) surrounding this opportunity.

Overall, you consistently exceeded my expectations for you in your current role of Delivering Consistent results and Creating Collaborative Relationships. You are a vital part of the Team and I appreciate your contributions.

I encourage you to go and reflect for yourself on how you have achieved the results you have. Don't only focus on the positives but focus also on the where you have developmental opportunities. As you look to make next step moves, focus on those next level role Functional Competencies.

I'd like to see you continue to be Inspirational and positive – sometimes messaging denotes creates the wrong perception. Not with me, or other line managers, but sometimes peers struggling to adapt. You have taken a pro-active instead of re-active approach to this and have committed to this development capability. I applaud you in consistently working to become better, and hone your MLC's.

Thank you for all your hard work this year! I am excited to see your continued success is 2018.

Signatures

The Associate's signature does not imply agreement or disagreement, only the acknowledgement that the discussion occurred. The Line Manager signature acknowledges that the rating is complete.

Associate: Dennis J Alexander 01/18/2018

Line Manager: Matt Montoya 01/18/2018