





Re: request of reference for job performed till now by Nicola Marinelli 
Isabelle Bournel to: Nicola Marinelli

08/08/2014 12:38 PM

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From: Isabelle Bournel/France/IBM@IBMFR
To:  Nicola Marinelli/Poland/IBM@IBMPL@IBMDE
History: This message has been replied to and forwarded.

Hello Nicola,

here is my feedback:

Nicola always demonstrated great will to move things forward.
He has a lot of energy and positive attitude.
He always answer very quickly to questions/requests.
He has good technical knowledge and handles requests that sometimes could be beyond his scope, just because he knows where to find the information.
By the way Nicola manages/handles a huge quantity of information that he knows where to find. He is pretty impressive in that
As PM, he is very well organized in terms of documents/knowledge gathering/sharing.

The most important area of improvement for Nicola should be the communication:

- During calls that he drives Nicola should propose more interaction, leave more space for people to speak; have a bidirectional dialogue;
- His mails are sometimes very unclear, difficult to understand (but also sometimes very clear and synthetic!!)
- also, too many many mails sometimes, too many people in copy - more focus would be beneficial
- And sometimes Nicola asks contradictory things (making people confused), or ask to the person whose this is not the role/responsibility (making people frustrated). Even after several times he is reminded the way he should do.

well, Nicola, i tried to be honest and frank, hoping this could help you improve your skills!!! hope you will not take it personally :-) and let me know if you wish to discuss more

Best Regards,
Isabelle Bournel
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... "It is not the strongest of the species that survives, not the most intelligent, but the one most responsive to change." -Charles Darwin.