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May 17, 2016

Subject: Performance Review and Recommendation Letter for John Smith.

TO WHOM IT MAY CONCERN:

Dear Sir or Madam:

John Smith participated in the X-Culture Project in 2016.

X-Culture is a large-scale international experiential learning project that involves over 4,000 MBA and business students from over 100 universities from 40 countries on six continents every semester. The students are placed in global virtual teams of about seven, each student coming from 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 project for a multi-national company.

We rigorously measure and compare performance of the students and in the end 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.

Over records for Vas Taras's performance over the several months of X-Culture are provided below:

Diligence and ability to meet deadlines index: high.

Peer-evaluated performance:

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

Effort (project average: 3.9): 3.5

Creativity (project average: 3.7): 3.5

Leadership skills (project average: 3.4): 3.0

Collegiality and positive attitude (project average: 4.2): 4.0

Overall peer evaluations (project average: 3.7): 3.5

Of all work completed by the team, % of work completed by you (project average: 18.5): 18.0

Compared to the other 4,000+ participants this semester, John Smith's individual performance, as evaluated by team members, was better than that of 75.6 % of the other project participants, or it was in Top 24.4%.

Expert-evaluated ability to:

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

Solve international business problems and develop a business consulting project (project average: 5.2): 6.5.

Creativity and ability to produce novel unconventional solutions (project average: 4.9): 5.0

Writing skills, ability to clearly present arguments and write properly formatted business report (project average: 5.2): 6.0

Compared to the submissions from other 778 global virtual teams that took part in the X-Culture competition this semester, John Smith's team's report was better than 86.1% of the other submissions, or in other words, the business report was in Top 13.9%.

Based on my records on John Smith's performance in X-Culture over several months, and in comparison to other participants and teams, I am very comfortable to recommend this person for any job that requires work in teams, including cross-cultural virtual teams, as well as work that requires strong analytical, research, and writing skills, such as business consulting projects. If past performance is a predictor of future performance, John Smith is expected to do very well and probably better than most on international business consulting projects in the future.

Most sincerely,
Dr. Vas Taras
X-Culture Project Coordinator