



Reference report
Edwin Stuart

February 2015 - February 2016

Steve Jobs on Edwin Stuart

”I found Edwin to be a person of clear words and action.”

REFEREE	Steve Jobs	RELATIONSHIP WITH EDWIN	Colleague of Edwin
ORGANISATION AT THE TIME	REFQ	EDWIN'S ORGANISATION	REFQ
POSITION AT THE TIME	COO	EDWIN'S POSITION	CEO

All information in this report was provided by Steve Jobs based on Edwin Stuart’s behaviour during the period from February 2015 - February 2016.

Challenge faced by Edwin

”The challenge that Edwin faced was to develop a new system for the digital procurement of references.”

Results achieved

”Edwin delivered the system on time and within budget. The customers were satisfied and the relationship with the supplier ran very smoothly.”

Characteristics of the external environment

- Changeable course
- Direct communication
- Open atmosphere
- Healthy competition
- Focused on action

Characteristics of the organisation

- Changeable course
- Direct communication
- Open atmosphere
- Healthy competition
- Focused on action

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Edwin's performance

”Edwin Stuart performed well for us. Thanks to Edwin Stuart’s decisive action, the project was realised within the desired time frame and budget and all parties involved were happy with the results.”

Strong points

Decisive action

Teampayer

Strategic focus

Points for attention

Impatience

Edwin can be too direct

Advantageous environmental factors

”The informal culture and the short lines of communication made Edwin Stuart's strong points particularly appropriate.”

Primary style of influence: Relational style

”Edwin operated mainly based on the conviction that the ideas, opinions or feelings of others are valuable. Edwin listened to and showed understanding for other people's viewpoints.”

Secondary style of influence

”Edwin inspired and enthused others regarding plans and ideas.”



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Biggest misunderstanding about Edwin

”Edwin Stuart Seems introverted at first, but you soon realise this is not the case.”

Most frequently displayed behaviour. Edwin:

- identified structures, connections and cohesion between various issues
- translated his/her areas of expertise into other areas
- had his/her own opinions and regularly held different viewpoints to prevailing wisdom
- stuck to any agreements made
- also gave credit to others in the event of success
- was decisive
- inspired and enthused others regarding plans and ideas
- was helpful to others

Behaviour that Steve would have liked to see more of

- Speaking about customers and customers' interests
- Actively working on his/her own development
- Seeking alternatives and new developments

Edwin's behaviour types

- Focused attention on vision and strategy
- Was mostly careful
- Mostly displayed a wait-and-see approach
- Wanted to innovate
- Put plans immediately into action
- Was mostly willing to confront people when necessary
- Picked his/her battles carefully
- Spoke more about the future
- Was not affected by setbacks
- Rarely/never displayed happiness or anger
- Mainly built new business relationships