

Appendix 1 — Source text

Designer 1

When I started working with A, what surprised me the most was his versatility in design skills. He is a generalist designer who can produce superb results in a number of different roles. His visual design skills are excellent, he is completely at ease with prototyping, can conduct interviews & validation sessions, and does a lot of strategic thinking related to the product or service at hand. In terms of communication, A's manner is extremely mature and professional. If you're looking for a senior designer who can bring a lot of accountability and design skills into your team, I highly recommend A.

Designer 2

M is a brilliant designer. He might not babble on constantly, but when he says something, it's usually smart to listen. He has undeniable visual talent and enough confidence to deliver great results every time, even saying "no" sometimes.

Designer 3

I worked with R for a long time when we built new extranet services at Ö. In those projects he demonstrated his amazing skills at crafting designs where user needs meet great looking user interfaces. His fluency in user interfaces combined with ability to understand the underlying systems and data allowed us to really push far beyond what I ever could have imagined.

It was an enjoyment to work with R, as he is skilled not just in design but also in the business and collaboration side of projects. His entrepreneurial spirit is an inspiration to me and I would not hesitate to work with him again, should the opportunity arise!

Designer 4

I worked with T for two years in multiple projects, and the vast knowledge from the board field of User experience and service design really impressed me. Whether the task involved user testing, facilitating a design sprint, or creating a broad new concept from scratch, I could always trust that T had the previous experience and the capability needed to deliver excellent results.

Based on our two years of colleague at S I can recommend T as person who can handle the big picture as well as pay attention on a detail. Good knowledge also on both Graphic design and Tech and therefore a great combination as an overall web and service design professional.

Designer 5

I have a pleasure to work with V for 3 years. And in all of those 3 years, he has shown his utmost commitment to his work and to user. V has widely considered a most hardworking person in the company. He always try to balance out all the business requirements, user experience and technical constraints. Moving from marketing to UX designers and Product Owner, he quickly adapted to a new role has truly show his gift in this field. With the experience level of managing and design product that is used by 5 millions users, I have no doubt that he can tackle every challenge he might face.

It was wonderful to work together with V for almost 3 years, who has proved to be one of the most committed, talented and hard-working employees at B. He always amazed me with his business insight, UX knowledge, technical background and the motivation to learn, you can always find interesting

books(things) on his desk ;) Being a proactive, energetic, organized and gentle person, I've constantly felt V was one of the best teammates I have ever worked with and I would not doubt working with V once again in the future!

Designer 6

Working with E is really smooth because she always comes up with a smart solution for those petty problems that pop up on the way of any project. She is really good at managing the client's expectations and finally exceeding them. She has an eagle eye for details, while at the same time keeping track of the big picture.

Designer 7

I worked with N for a bit more than two years. Being in a small autonomous team, we worked pretty closely together. I was the front-end developer in the team, and we had a lot of interaction about the interfaces and products we were building as well as the design/development process.

N is very good at listening to feedback while still having a clear opinion on the UX. He is open and easy to communicate with and just a great guy to work with in general. And on top of all that he has a good eye for UX and "uncomplicating" something that at first seems complicated to design.

I have worked with N on our document apps and all of the workflow elements that go with that, here at T, for almost two years. He is a top guy in my book: highly competent, creates beautiful and functional designs, always listens to feedback and ideas, no matter how wonky they are. He has the end user's best interest close at heart and is not too arrogant to admit there are other approaches than those he himself came up with. N is a hard worker, but maintains a very relaxed attitude. He never snaps at people, no matter how stressful the situation gets, and always lends a kind ear, when he senses there are problems afoot. 10/10, would work with again any day.

N is great at collaborating. I have worked directly with him and I've enjoyed it every time. He is always available to answer questions, suggest improvements and communicates very well. Anton is a very talented designer and always thinks about the users' needs. He has broad knowledge, which makes our conversations very interesting, both work-related and private ones.

Developer 1

S is a great Frontend engineer with an eye for UX. He is very passionate about frontend as a whole from code, user experience to the last pixel. He is great companion in and out of the office no matter is it front-end brainstorming sessions or coffee talk about 4 legged furry friends (dogs).

Developer 2

I have had the pleasure of getting to know and work with N as he joined our forces at the IDS. N started out as a junior developer, but very soon it became clear that he is a very talented and versatile UX-developer who can also take responsibility for projects and wants to keep the customers happy. On top of that he is also thoughtful, cares about his colleagues and very good company to hang out with. Im sure N has very bright future in front of him and it would be very cool to work with him someday again!

Ability and need to understand the big picture, and always learning new things and utilising those learnings in practice, makes N an asset to any product development team. N's experience and skills nicely

combine front-end development with UX design. I had the pleasure of working with N in a team responsible for developing a fairly complex product where he was able to show the power to those two combined with very good results.

Developer 3

I'm happy I had the opportunity to work with R in the same team for a couple of years. He is an excellent developer and team leader, and he also has a very good sense of humour. R is 100% reliable, efficient and proactive. If you have anything on your mind, you can count on R to help you. I really enjoyed working with R and I learned a lot from him.

Developer 4

I have worked with P on two different occasions at W and NJ. Both of the times he was a project manager in my team and I have nothing but good to say about him.

P has a way to make the team feel relaxed but efficient. He doesn't transfer the pressure from the schedules or from the client on to the team but still takes care of things and meets deadlines.

He is also really skilled as a developer with web technologies unlike most project managers who have no idea about the area they are working on. It is very nice to have a superior who can get his hands dirty when needed. He also has eye for design and has good skills in graphics.

Overall P is the best superior and a colleague one can have!

Developer 5

I worked closely with H in bringing a completely redesigned website to life for B. I was amazed by not only Hoang's technical skills (he was able to solve any front-end challenge we faced) but also by H's talent in leading our outsourced developers and managing the technical side of the project in general. No matter what the situation, H always had a positive attitude. H is super talented, very hard-working and a pleasure to work with.

Developer 6

I got to work with L for almost 3 years at B. He is an incredible talented and reliable developer who actively seeks solutions to problems and is able to solve them very fast. L was able to create well-functioning and good-looking front-end implementations, even if the specifications he was given were a bit lacking. L was also a very fun colleague, well liked by everyone in the company. Great person and a great addition to any team.

Developer 7

D and I worked together at the Ultrahack 2019 hackathon, winning 1st place for our challenge. I learned that D is a highly talented and modest developer, capable of much more than he may say at first. D was very pleasurable to work with and played an important role in making sure the technical demo of our solution worked as well as it possibly could.

Developer 8

K and I worked together at the Ultrahack 2019 hackathon, winning 1st place for our challenge. K is a genius programmer, able to solve any technical challenge we faced at lightning speed, while actively coming up with ways to make our solution even better. Critical and encouraging, Kien played a crucial role in making sure our solution became as good as it possibly could.

Developer 9

I have been working closely with Y for more than 2 years on a complex invoicing solution. He has demonstrated multiple times skillful front end execution of designs that I've provided with minimum need for correction and adjustments.

What made an even better impression on me is that he is very UX centered and always has suggestions for improvements on how interactions could be better if we can tweak them.

I think Y is a great teammate with a unique personality which adds to the diversity of the product team and company culture.

Y is a skilled frontender who has a good sense and respect for correct implementation of design. I really appreciate his dedication, and the ease of communication between design and development he helps to maintain. It's clear that he's passionate about sharing his knowledge with others, and this makes him a good teacher as well. He sets time aside to explain and offer answers to as many questions as you can come up with. I've gained a lot of insight just through chatting with him about the advantages or disadvantages of taking a particular approach in the context of a desired solution.