



**ALDI Stores**

(A Limited Partnership)  
ABN 90 196 565 019

55 Burnside Road, Stapylton, QLD 4207 AUSTRALIA

**STAPYLTON REGION**

9<sup>th</sup> December 2016

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To Whom it May Concern,

I have known Ryan Ballantyne for approximately 4 years. I have worked on various projects with Ryan and have been his line manager for approximately two years.

Ryan is an intelligent and likeable individual who is constantly challenging himself to grow and improve. During the time I have worked with Ryan he has produced consistently high quality work and has dealt effectively with some complex leadership challenges in a number of environments. Ryan has a high degree of self-awareness which assists him in being an approachable and positive leader. Ryan has a growth mindset. He is never prepared to accept that he is 'the finished product' but is always looking for opportunities to learn more about himself and his abilities and limitations. Despite being a sensitive individual Ryan accepts feedback with confidence, humility and a rational perspective allowing him to set himself realistic growth objectives. Ryan has persistently identified weaknesses and opportunities for himself both technical and personally and persistently taken action to remedy and improve, persistently succeeding.

One of the things that has impressed me the most about Ryan has been how effectively he adapted to significant organisational change which ultimately made his and his peer group's career development path less clear. While some colleagues found this change extremely difficult to cope with, Ryan easily adapted and set a quality example for others to follow. Without exception his peers admire and respect him for this.

As a leader, Ryan is engaging and collaborative. Ryan will always endeavor to coach, explain the 'why' and invest quality time to explain and train before considering any other kind of performance management. However, when required he has initiated disciplinary action at times when it was warranted. As an innovator Ryan is particularly strong, he is a problem solver. Ryan has introduced and improved several new reports and processes in areas in which he has worked, resulting in improved service and efficiency. When Ryan has developed a new process or report, his communication and roll out has been exemplary. He takes personal responsibility for all stakeholders' engagement.

Ryan has proven that he is easily able to adapt to changing circumstances, working in various departments and always transitioning with ease. Assisted by his interpersonal skills, he is easily accepted by any new group.

I encourage Ryan to complete his MBA because think it will facilitate his development in ways that his career cannot really provide. If Ryan has access to the most current research and ideas, he will no doubt challenge them, try them and find ways to become even more successful. Ryan is a man who will share what he has learned and use it to positively influence others in any organisation in which he is involved.

A handwritten signature in black ink, appearing to read 'J. Brown'.

Joanne Brown  
Store Operations Director  
**ALDI Stapylton**