



UNIVERSITY OF LEEDS

To Whom It May Concern

I have known Dr. Hadi El-Farr as a colleague at the University of Leeds for five years. I would make the following observations about him: Dr. El-Farr has always impressed me by his adaptability, his willingness to absorb new knowledge and customs as well as his receptiveness to changing environments. In my encounters with him, Dr. El-Farr would come as both persuasive and articulate, yet he was courteous and polite with me and others at all times. More specifically, I was always impressed by his teaching skills: alongside his work on PhD, he had taken extensive teaching responsibility (running various courses around Human Resource Management and Labour Relations), and judging from students' feedback performed exceptionally well. Moreover, Dr. El-Farr has had excellent research skills – he managed to conduct independently an impressive study for this PhD. Significantly, the nature and findings of his PhD thesis are interesting both to social scientists and HR professionals working in the field of management consultancy. He also has mastered the use of a number of software programs designed to conduct quantitative and qualitative data analysis. Furthermore, on a number of occasions he gave helpful technical advice which proved to be helpful to me personally. It should be also stressed that Dr. El-Farr capabilities are not limited to expertise in research and teaching: his open minded personality and 'soft' skills would be of great advantage to many. All of it makes me believe that Dr. El-Farr would be an excellent asset for employers: his intellectual capabilities, his work ethic and his personality point to a significant potential. I would be happy to offer a more detailed comment related to Dr. El-Farr if it is requested

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