

# Recommendation Letter

October 23rd, 2022

To whom it may concern:

Mattias Björklund has worked under my supervision as a software engineer for a year. As the senior-most software engineer in Customer Service Engineering, our 45+ people cross-functional department, Mattias' responsibilities included:

- Leading end-to-end system design & architecture for most of the department
- Solution delivery of products with dozens of millions of monthly active users
- Contributing to my department's 3-year technology vision and strategy
- Driving organisational change in roadmaps cutting across multiple teams
- Managing communications and dependencies across multiple departments
- Encouraging best practices in software development and architecture
- Partnering with engineering managers in my department to deliver on team-level goals
- Interviewing, training and mentoring staff junior to him
- Handling the response of incidents affecting millions of users under strict SLAs
- Balancing business and technology priorities with high visibility to business stakeholders
- Staying connected to industry standards and the overarching company's strategy.

It is an understatement to say I was lucky to have him in my leadership team. In his 5-year tenure, Mattias left a legacy for our department and Spotify. While I'm sad to see him go, I strongly recommend him as a software engineer for any organisation. His abilities to deliver value through software under overwhelming constraints whilst staying grounded in business goals are what you would only expect from world-class engineering talent.

Sincerely,

A handwritten signature in black ink, appearing to be 'Diego', written over a horizontal line.

**Diego Ballona**

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