



JOY MINING MACHINERY
A Joy Global Inc. Company

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To Whom it may Concern:

I have known Tim Edris for several years in professional setting. As I have advanced into a management position at Joy Mining Machinery, Tim has provided valuable advice to make my transition smooth and effective.

Over the past year and half Tim Edris and The Emerging Leaders Institute has been a valuable asset to my organization and to me. Like many technical people, my move from being in charge of the design of a line of equipment to managing a large group of people was not as straightforward as an engineering formula. Tim was able to help me evaluate the strengths and weaknesses of both my employees and myself. Tim's style of one-on-one coaching and encouraging direction was very helpful to me. He gave me specific tools which allowed me to be more concrete in my communication, delegate tasks to sub managers more effectively, and be more focused on the most important tasks that I needed to accomplish.

Tim Edris has a broad range of skills that can be applied to any organization. His strength is that he takes the time to fully understand the specific needs of a particular group. He then can provide several different group activities or individual sessions that will be most effective. Should you ever need to use Joy Mining Machinery as a reference, please feel free to do so.

I can be contacted at 724-992-0634 or at djarmour@joy.com.

Sincerely,

Daniel Armour

Manager, Technical Services