ZWISCHENZEUGNIS

Frau Kristina Mostovaia, geboren am 06. April 1991, ist seit dem 15. März 2023 in unserem Unternehmen in verschiedenen Positionen, derzeit als Unit Lead Creative in der Abteilung Content & Product Experience tätig.

Frau Mostovaia übernahm zunächst die Verantwortung für das internationale Designer*innen-Team im und führte dieses erfolgreich durch eine Phase des Change Managements, in der sich die Teamstruktur deutlich veränderte. Teile des Teams mussten uns verlassen, andere wurden neu integriert. Frau Mostovaia gelang es, ein leistungsfähiges Team zu formen, das heute flexibel in verschiedenen Projekten sowie für Sofatutor´s Plattformen arbeitet und in der Lage ist, schnell und effektiv auf neue Anforderungen zu reagieren. In ihrer aktuellen Rolle als Unit Lead ist Frau Mostovaia verantwortlich für die disziplinarische und fachliche Führung sowie die kontinuierliche Weiterentwicklung ihres Teams.

Dazu gehören insbesondere:
● Verantwortung für die kreative Strategie, Priorisierung und Steuerung sämtlicher Produktionsprozesse, einschließlich Kick-Offs, Ressourcenplanung, Feedbackschleifen und finaler Abnahme.
● Leitung der Produktion vielfältiger kreativer Assets und Content-Formate (z. B. Illustrationen, Animationen, Video-Intros, Grafiken und UX-Visuals) für Sofatutor's Lernplattform, Landingpages und App.
● Etablierung klarer Kommunikations- und Arbeitsstrukturen (z. B. Einführung regelmäßiger Team-Standups, strukturierter Feedbackrunden, Workshops und dokumentierter Prozessabläufe).
● Ermittlung des Personalbedarfs, eigenständige Durchführung von Recruitingprozessen sowie die vollständige Personalbetreuung.
● Führen aller Entwicklungs- und Personalgespräche, begleitet von klaren Zielvereinbarungen und individuellen Entwicklungsplänen.
● Förderung von Mitarbeiter*innenkompetenzen, u. a. Coaching und Mentoring.
● Aufbau und Pflege von KPIs, z. B. zur Effizienzsteigerung, Qualitätssicherung, Mitarbeiterentwicklung und Transparenz von Projektfortschritten.
● Konzeption und Implementierung innovativer Lernformate zur Förderung einer nachhaltigen Lernkultur, u. a. Microlearnings, Peer Learnings und Blended Learning.
● Enge Zusammenarbeit mit zentralen Stakeholdern und Vice Presidents aus Content, Product und Tech zur Abstimmung strategischer Prioritäten.
● Beteiligung an der Konzeption neuer Features und an der Entwicklung von neuen Welten in der App, wobei sie ihre prozessuale und organisatorische Expertise erfolgreich einbrachte.

Frau Mostovaia bringt ein breit gefächertes Wissen über Prozesse, Personalentwicklung, Führung und Organisationsentwicklung mit, das sie jederzeit erfolgreich in die Praxis überträgt. Durch ihre analytische und strukturierte Denkweise gelingt es ihr, komplexe Zusammenhänge schnell zu erfassen, Prozesse nachhaltig zu gestalten und Verbesserungen wirksam umzusetzen. Sie hat beispielsweise KPI-basierte Retrospektiven eingeführt, die es ermöglichen, Arbeitsabläufe regelmäßig zu reflektieren und zielgerichtet zu optimieren.

Ihre Arbeitsweise ist geprägt von Klarheit, Kreativität, Planungsstärke und einem hohen Maß an Verantwortungsbewusstsein. Sie versteht es, ihre Mitarbeiter*innen zu motivieren, ihnen Orientierung zu geben und ihre individuellen Stärken gezielt zu fördern. Frau Mostovaia zeigt dabei ein hohes Maß an Empathie, Durchsetzungskraft und Entscheidungsfähigkeit.

Ihre Fähigkeit, Teams zu inspirieren und durch Veränderungsprozesse zu führen, zeichnet sie besonders aus. Sie hat bewiesen, dass sie in der Lage ist, Strukturen zu schaffen, die Stabilität und Flexibilität zugleich ermöglichen. Damit leistet sie einen entscheidenden Beitrag zum Erfolg unseres Unternehmens.

Neben ihren fachlichen Qualitäten überzeugt Frau Mostovaia auch durch ihre persönliche Art. Ihr offenes, freundliches und ausgleichendes Wesen macht sie zu einer geschätzten Ansprechpartnerin für Kolleg*innen und

Vorgesetzte. Sie arbeitet lösungsorientiert, fördert eine positive Teamkultur und trägt aktiv zu einer vertrauensvollen, produktiven Zusammenarbeit bei.

Aufgrund von tiefgreifenden Umstrukturierungen, die auch die Position von Frau Mostovaia betreffen, endet ihr Arbeitsverhältnis zum 28.02.2026 aus betriebsbedingten Gründen.

Wir bedauern diese Entwicklung sehr, da wir mit Frau Mostovaia eine äußerst kompetente, inspirierende und engagierte Führungskraft verlieren. Wir danken ihr für die hervorragende Zusammenarbeit, ihre Führungsleistung und ihren wertvollen Beitrag zur Weiterentwicklung unserer Teams. Wir empfehlen Frau Mostovaia ohne Einschränkung weiter und sind überzeugt, dass sie auch künftig in jeder Position mit Führungsverantwortung höchste Leistungen erbringen wird.

sofatutor GmbH



Adina Schulz

Vice President Content & Product Experience

Letter of Recommendation

To Whom It May Concern,

I am pleased to write this letter of recommendation for Kristina Mostovaia, with whom I had the opportunity to closely collaborate during her tenure as Unit Lead Content at sofatutor. In my role as HR Business Partner, I worked with Kristina in a sparring capacity on all leadership and people-related topics. Over the course of our collaboration, I came to know her as a highly reliable and forward-thinking leader.

One of Kristina's greatest strengths is her proactive approach to challenges. She consistently demonstrated the ability to create structure in complex situations, maintain focus on overarching goals, and foster a strong sense of collaboration within her team. Her leadership style is characterized by clarity, fairness, and a deep commitment to the growth and well-being of her employees.

Beyond her leadership skills, Kristina brings exceptional interpersonal and strategic competencies. She approaches her work with an innovative mindset, continuously contributing fresh ideas and new initiatives that drive improvement and long-term impact. In her communication, Kristina combines empathy with determination, enabling her to engage
effectively with diverse stakeholders and build trust across teams.

I am confident that Kristina will succeed in roles focusing on organizational development, people development, change management, and digital or agile transformation. Her ability to unite people around common goals, her openness to innovation, and her structured yet empathetic way of working make her a true asset to any organization.

In short, Kristina is a remarkable leader and collaborator who would be a genuine gain for any company. I wholeheartedly recommend her for any position in which she can apply her talents to shaping organizations, leading people, and driving meaningful change.

Sincerely,

Viviana Skib

Team People & Culture

sofatutor GmbH

viviana.skib@sofatutor.com

Letter of recommendation

As a Production Lead at sofatutor, I had the privilege of working closely with Ms. Mostovaia in her role as Unit Lead, where she expertly led a team of 13 employees. Later, as an Innovation Lead, I was fortunate to see first-hand the positive and lasting impact Ms. Mostovaia made on her team and the organization during her time in this position.

Over her time in the position, Ms. Mostovaia successfully managed at least two major team mergers, navigating the challenges of bringing together diverse groups with different workflows and cultures. She established a much stronger, shared understanding of workflows across the department, which led to greater efficiency, consistency, and collaboration.

Ms. Mostovaia played a pioneering role in integrating new technologies. She designed and led thought-provoking learning sessions on the use of AI tools, helping teams stay ahead of the curve in a rapidly changing working landscape. Her efforts not only expanded the team's skillset but also fostered a culture of curiosity and continuous learning. Whether in remote meetings or leading workshops, she is engaging, present, and attentive, continually encouraging the team to pursue growth and learning.

One of the most striking attributes of Ms. Mostovaia is the boundless positive energy she brings to any team she is a part of. Her genuine enthusiasm for not only the product but also the project and the team members is infectious and acts as a catalyst for team morale. As the Unit Lead, she inspired her team to reach their full potential, transforming even the lowest performing team members through a range of techniques. Her adept leadership ensured that her team consistently surpassed the goals set for the projects.

Beyond her energetic presence, Ms. Mostovaia possesses a unique ability to communicate with clarity and empathy, even during challenging conversations. Her data-driven solutions not only streamlined processes, but also substantially enhanced the performance of her unit.

In light of the attributes and achievements I have described, I firmly believe that Ms. Mostovaia would be an invaluable asset to any organization. Please do not hesitate to contact me should you require any further information.

Sincerely,

Skaiste Anuzyte-Becker

Education Innovation Lead

E-Mail: skaiste.anuzyte-becker@sofatutor.com

Reference Letter for Kristina

I had the great pleasure of working closely with Kristina during my time as Team Lead and Project Manager of the International Content Team at Sofatutor, while she was leading the content unit of 13 direct reports. Over the course of several years, our teams collaborated on numerous projects, which gave me the opportunity to experience Kristina's leadership and working style first-hand.

What stood out to me most about Kristina's way of working was her open and constructive communication. She consistently created an atmosphere of clarity and trust, which made collaboration both efficient and enjoyable. Even during challenging periods, Kristina managed to guide her team with structure, transparency, inspiration and reliability. She demonstrated a strong sense of ownership and responsibility, always keeping the team's well-being and effectiveness in mind. Her empathetic and supportive character ensured that each individual in her team feels valued and motivated. But she has also shown a keen sense for how to support others with constructive feedback.

Her leadership qualities are complemented by her strategic mindset—she has the ability and insight to evaluate organizational goals and to have her team achieve those goals in the most effective way. In addition, Kristina is highly organized, motivated, and solution-oriented creative person, which allows her to navigate complex situations with confidence and foresight.

I wholeheartedly recommend Kristina for future leadership roles, particularly in Team Leadership, Organizational and People Development and Change Management. Her ability to inspire people, design processes, and foster an open and positive culture makes her a tremendous asset to any organization. I am confident that Kristina will make a meaningful contribution and be a driving force for success wherever she chooses to take her next steps.

Sincerely,

Alexander Sommers

Project Manager, Content Team

Sofatutor

Recommendation for Kristina Mostovaia

I had the pleasure of working with Kristina on a creative campaign for the Swiss corporation Migros, and I look back on this collaboration with great appreciation.

Kristina impresses with her clear, structured, and data driven approach to work. She thinks ahead, communicates transparently, and has the remarkable ability to translate complex requirements into coherent and impactful solutions. Her work not only impressed me but also the entire Migros team. Following this project, I collaborated with her several more times.

Beyond her professional expertise, I experienced Kristina as a very reliable, open, and constructive partner. She contributes new ideas, takes ownership, and ensures that projects are executed smoothly and on schedule.

I can wholeheartedly recommend Kristina as a creative, thoughtful, and dependable colleague who enriches any team with her professionalism and positive attitude. I very much hope to work with her again soon.

Annette Bollier
Project Manager
Migros