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Lucerne, 19<sup>th</sup> Oct 2020

To whom it may concern,

As part of my development planning and with the support of my company, MSD International Business GmbH, Cristian Hofmann was engaged as my personal coach.

All in all I found the whole process, which ran from late 2018 to early 2020, to be extremely rewarding to me.

From the very start it was clear that the approach of the coach was to build a highly customized development plan that was tailored to my specific needs and would also evolve to my changing needs.

Below are a few of the areas that I felt contributed most to this program's success:

- The way in which feedback was gathered was safe and structured.  
This allowed a balanced view of how my own perceived goals aligned to the perspectives shared by my reports, peers and leaders. This allowed for a much deeper understanding of which strengths I would reinforce and which blind spots would be most meaningful to explore.
- The structure of the program was very flexible and moved at a pace that was best for me. This meant that I got the most value out of my coaching sessions with Cristian. I then had ample opportunity to practice development techniques with my colleagues and to also gain greater insights from my colleagues on my progress.
- The experience of the coach and seemingly endless depth of the coaching "toolkit" which I could draw on.  
I really enjoyed that every need I had could be tackled with both a theoretical and then practical action plan. This emphasis on putting theory into practice and to then measure the result suited me very well.
- The ease and speed at which Cristian could build trust and create a very fun environment to develop in.  
Being honest about strengths comes easily but being equally honest about blind spots is naturally harder. The fun and trusting relationship with Cristian enabled me to challenge myself thoroughly and to then be comfortable experimenting with several development tools and techniques unfamiliar to me.

The real value is what learnings my coaching has imparted on me and how effectively this has changed my professional and personal outlook. For this I am very grateful to Cristian.

Yours faithfully,

Paul Keth  
Assoc. Director, Supply Chain Management  
MSD International Business GmbH

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