Amsterdam, June 13, 2012

Dear sir, madam,

Karen Makkes van der Deijl asked me if I was willing to write a letter of reference on her application for CTI Leadership Leader.

I met Karen five years ago when we both were assigned as team coaches for an internal programme within a section of ING. We had regular conversations on coaching, personal growth and life in general and although we had different lives, we felt quite related. We had lots of laughs, some tears, too, and she always displayed a sparkling, genuine connection and curiosity.

That’s how Karen is. And she’s much more than that. For that reason I am happy to write this letter of reference.

After we both left ING we stayed in touch. And we designed workshops and coached and trained people together.

During these occasions these are the leadership qualities I saw and still see in Karen:

· Whenever life faces her with challenges (and it does) she steps into it, afraid or not

· She dares to look into the mirror and ask for feedback on her performance and

behaviour.

· She dares to show her vulnerability

· She has an incredibly sparkling energy and knows how to lighten things up

· She understands the meaning of stay and is able to practice it

· She uses her beauty energy to connect and het danger side to dig deeper into what’s

needed

· She understands the co-leading concept and “dances’ with her leading partner

· She is dedicated to a lifelong learning, and inspires others to do so

· She doesn’t take no for an answer, unless the answer is no

What Karen brings into the world with her leadership is a real care for others and their growth. Her life purpose statement is: Live life to the fullest. And guess what? She does!

And by stepping into what is needed to do so, she is a huge invitation to others to dare and live their lives fully…

Kind regards,

Marcel Herwegh

Owner of

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