June 13, 2012

To whom it may concern:

My name is José Juan Martínez and I am working as TQM (Total Quality Management) Manager for the international group Bekaert (see note bellow). My main mission in the last few years has been to lead the implementation of an innovative management system based on Human values in the different manufacturing units of the group. My job gives me the opportunity to visit different units around the world (Europe, Russia, China, India, USA, Brazil and Indonesia) and to know and deal with managers and leaders from a diverse array of racial, culture and socioeconomic backgrounds. This allows me to conclude that this value-based new management model requires a new kind of leaders for the twenty-first century. We call it “authentic” leadership and one authentic leader starts being able to lead our own life.

The first time I met Mónica García in 2011, immediately I could realize that she is one example of what I consider one authentic leader. Her leadership emerged from her life story. Monica following his dream and passion had the courage to change from a prestigious work as electronic expert in a big company at Silicon Valley in California to create one center (El Factor Humano) for the Human Development in Burgos (Spain), the city in which she was born. This is for me one example of self-leadership because Mónica is being able to master her own destiny by taking the responsibility and commitment for her own development and self-awareness. Taking care of her personal growth and development Monica has the capacity and the coherence for building the trust to inspire and empower others to discover and practice their own talent.

Monica is genuine, humble, passionate, value led and self-disciplined and with the challenge of founding her development center is also demonstrating her open mind, adaptability and resilience to learn and recover from difficulties.

I like a lot to share my reflections, experiences and findings with Monica, to read her interesting newsletters on emotion management and self-development and to attend the meditation sessions in her center. Recently we had the opportunity to collaborate in a meeting with a big group of unemployed people in which Monica demonstrated again her leadership capabilities to encourage and convey enthusiasm and emotional energy to this people especially affected by the economic crisis. And now we are enjoying working together in a project to materialize our common dream to make our city Burgos as a reference center for the human development in our region.

These are the first reflections coming up to my mind when Monica asked me to write this letter and if you need any additional information I will be glad to share it.

Best regards,

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**About Bekaert**

Bekaert (www.bekaert.com) is a global technological and market leader in advanced solutions based on metal transformation and coatings, and the world's largest independent manufacturer of drawn steel wire products. Bekaert (Euronext Brussels: BEKB) is a global company with headquarters in Belgium, employing 28 000 people worldwide. Serving customers in 120 countries, Bekaert pursues sustainable profitable growth in all its activities and generated combined sales of € 4.6 billion in 2011.