



Albrecht Enders  
Professor of Strategy and Innovation

## Letter of Recommendation for Robin De Haas

To whom it may concern

It is with pleasure that I write this letter of recommendation for Robin De Haas. As a Professor of Strategy and Innovation at IMD, I lecture, give speeches and consult individually with senior executives from around the world. In this work, my voice is one of my most important and, often times most strained, assets.

I have been working with Robin de Haas over the course of the last 15 months during a series of private lessons, which provided me with very important, immediately applicable insights on how to improve my voice and overall breathing coordination. Robin's work is unique in that it has allowed me to improve my voice, not by resorting to superficial technical exercises but by helping me to diagnose the underlying issues first and then to retrain my breathing apparatus to work in a more conscious and constructive way. By applying his insights to my daily work as a teacher and speaker, I have witnessed very profound changes after only a few lessons: my voice has become more resonant and more flexible, which has allowed me to change my speaking style very consciously depending on the context I am working in. Furthermore, I have noticed that I become much less fatigued when giving speeches or lectures. Most importantly, however, by applying Robin's principles it has become much easier for me to remain poised and mindful during difficult conversations and other stressful situations, a skill which is invaluable in the high pressure environment of working with senior executives.

Looking at the significant communication challenges that most of the managers who I work with face, I believe that Robin's work would be an extraordinarily valuable addition to any training or development program focused on leadership or communication.

Yours sincerely,

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