



Ref: CGC-EXT-TN-0038

October 3, 2011

To whom it may concern.

Dear Sir/Madam

RE: Letter of reference for Marinus Coetsee

My first meeting with Marinus came as a candidate for employment with Telsaf (Now Alcatel Lucent) in 1993. Marinus impressed me with his low level knowledge of Telecommunications standards, technology and equipment. As a General Manager at Telsaf, Marinus kept in touch with the technical aspects of the industry to the point that it was intimidating as an engineer to acknowledge that his technical knowledge exceeded my own. I've not encountered this level of expertise in a manager in the 18 years since.

On being offered and accepting the position with Telsaf I found Marinus to be a professional, if not demanding, manager, continually challenging my own capabilities and causing me to grow professionally to the point that I later came to work for Marinus again in Plessey (Malaysia) as a Project Manager. It is to Marinus that I owe this career change. At that time, Marinus was a Programme Manager with a team of Project Managers, responsible for a Greenfield Telecommunications Network Build, of a Malaysian Telecoms Operator - Time Telecom. As a team, guided by Marinus, we achieved all objectives within the typical project constraints of Time, Cost and Quality.

In my 16 years as a project manager it has been noticeable that most project managers are "accidental project managers". I'd include myself in this category if it were not for Marinus' ability to mentor myself and the project managers working for him. It is for this reason that I still owe my initial personal growth in the project management arena to Marinus. I still consider him to be a mentor today and he has set the standard by which I measure myself and others in the field. His ability to impart the importance of project management tools and techniques (Risk, Issue, Change, Communication, Information and Time Management) still impact on my daily activity.

I have not yet met another project manager with Marinus' drive and determination to achieve goals that he has been set. I once jokingly challenged Marinus that he'd accept a project which required him to land a man on the moon within 2 years and his immediate and unflinching response was: "why not; with the appropriate application of tools, resources and information, anything is possible". I believed him.

It is a privilege to have worked with Marinus, and although we're often on different continents, it is an honour to still know him today

Yours faithfully


Chris Taylor
Project Manager

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