



To Whom It May Concern:

Richard Martin was invited to join our teaching staff as an expert in the field of leadership and decision making in emergencies. We knew that he had vast leadership experience in a military operational setting based on his past military career as illustrated by his impressive CV. The question was, could he translate this vast accumulated knowledge and experience into performance oriented training and apply these to an emergency management setting. The answer is a resounding yes.

This was achieved through diligent research and development on his part. He produced a series of teaching papers based on the application and the amalgamation of transformational, situational and operational leadership theories and practices into emergency management leadership concepts and teachings commensurate with the emergency managers' needs, with their roles and with their responsibilities under normal conditions and under emergency situations and conditions. His lectures, presentations, exercises and delivery as well support documents are always rated by the students as superior. This reflects the fact that his skills, knowledge and experience are those of an expert in the field of leadership and that, it was for us, a very wise choice to invite him to join our top notch teaching team.

Yours truly,

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