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To Whom It May Concern

### LETTER OF REFERENCE / TESTIMONIAL - KALAYARASU MANICKAM

Ms Kala was selected as the dedicated trainer for our Company's Customers As Partners Program (CAP). Two programs Certified Service Professional (CSP, 5days) and Provide GEMs Service (GEMs, 2 days) were selected and conducted across the entire organisation over a period of 20 months. To-date 344 and 305 participants have attended CSP and GEMs respectively representing 95% of total workforce.

I am writing this testimonial in my capacity as a participant of CSP as well as HR Manager responsible for training and development.

Despite the need to comply strictly with the WSQ certified curriculum of CSP, majority of the participants started in the early part of the program sceptical that CSP being a service program was relevant to an environment where a vast majority of participants are from manufacturing. Kala was able to facilitate the application in such a way that participants were able to align to CSP and Company core values which touches the inner core of our human being and relate to our whole person as a husband/wife, father/mother and son/daughter; whatever our personal role maybe at the home front. Once participants were convince that these are innately good values that motivates others, it became easy to apply to the workplace. This to me is a very high challenge of bringing people to overcome their inner barriers and prejudices.

Kala engaged the participants right from the start to end of program (CSP) respecting each as an adult with our own mental faculties to make the right decision. She has clearly understood that for a class like this with many participants ranging from 10 to 30 years of experience, invariably they come with many emotional baggage. Despite these significant challenge of changing long establish mindset, she is not afraid to allow participants to ventilate and by asking them questions to bring out the best in them.

Kala was able to demonstrate personal credibility and influence power as a program facilitator over participants by sharing her own experiences , 'Walk the Talk' and at the same time humbly share her own struggles with demonstrating CSP behaviours once she established that emotional connection.

Kala was able to leverage participants involvement most effectively by allocating each group to act as 'service host' to serve tea breaks to other participants on a rotation basis. This effectively draw out learning points to raise deeper level learning and enhance mastery of skill standards through each iteration of practise session and the debrief thereafter.

Kala was able to consistently at critical points in the lesson plan to ask participants to reflect on their learning. These are critical defining moments to allow participants to internalise their own learning and make a resolve and commitment to drive personal change.

After every training session, a tangible buzz was evident amongst the participants post training back at the company. There was also a tremendous sense of camaraderie and sense of bonding as a friend more than a colleague after experiencing an intense 5 day together and knowing the inner struggles and motivation of each other. Some batches of participants continue their get together many months after their CSP program either as small groupings to have a meal or karaoke as an example.

Our company was able to harness this post course energy and learning every month by featuring testimonials from external and internal customers to communicate and engage through our online monthly magazine to all staff disperse over more than 20 sites geographically to create a unifying force around our customer service mindset as part of CAP culture. This to me is the most powerful demonstration of change in individuals, teams and the wider collective community that all company aspire to see when training intervention combine with other company wide practises create a tangible impact on customers which is the very basis of a company's existence.

Yours Sincerely

A handwritten signature in blue ink, appearing to be 'Yong Yun Fui', written over a horizontal line.

Yong Yun Fui  
HR Manager  
Singapore Oxygen Air Liquide Pte Ltd