



**Medtronic, Inc.**  
Cardiac and Vascular Group  
Pacific Region  
[www.medtronic.com](http://www.medtronic.com)

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To Whom It May Concern:

Robert Fried has collaborated with my management team and me on several projects over the last several years. On each occasion, my team has enjoyed the interaction and greatly benefitted from his involvement. Mr. Fried shares a vast array of real world professional experiences and thoughtful personal anecdotes that keep the audience engaged and on task. We have utilized many outside consultants in the past that have failed to command the room in this same manner.

Most recently, we brought approximately 24 colleagues together from our West Coast field organization; the audience included District Sales and Service Managers, Medical Device Sales Representatives, and Field Clinical Specialists. Mr. Fried was deeply engaged and interacted extremely well with this diverse audience. In fact, in an effort to keep the content relevant to our business, he traveled in the field and witnessed first-hand the meaningful role we play with physicians and their patients. This investment in time made his credibility even stronger.

Partnering with Mr. Fried has always been an engaging and thought provoking experience. He invests considerable time and effort into his preparation and strives to understand the audience and desired outcomes in advance of the actual meeting. He consistently solicits feedback for how subject matter can be refined and made even more impactful for the participants.

Most important, Mr. Fried connects with his audience. He has a likable and genuine style that people quickly warm up to. As such, I have noticed that people put their guard down, actively participate, and feel comfortable sharing their ideas in a group setting. This has not always been my experience when you bring a group together.

It is without hesitation that I would recommend Robert Fried.

John Barnickel  
Vice President, Pacific Region  
Cardiac and Vascular Group