4/14/2023

To Whom It May Concern:

I'm writing on behalf of Robin Carroll, whom I had the pleasure of working with and was consistently impressed by her exceptional skills in managing a development pod, coaching junior team members, and contributing to a positive work culture.

Robin consistently demonstrated an innate ability to manage a team through difficult situations - such as reorganizations, changes, and instability - building trust with her colleagues through these obstacles. She maintained a strong focus on team morale and productivity while ensuring that the product remained on track.

Robin also excelled in solving complex issues collaboratively, and creativity finding solutions that satisfied both the business and users' needs. She worked closely with cross-functional teams, including developers, designers, and functional team members, to ensure that products were delivered efficiently and effectively.

Additionally, Robin was an excellent mentor to junior team members, including the Associate Product Manager and development team. She took the time to truly get to know each member - with a focus on developing skills and capacity within them, which helped the team to continuously improve their processes and outcomes.

Finally, Robin contributed to a positive culture for our organization. She led by example to create an environment of trust, collaboration, and growth. She was always willing to listen to feedback, learn from mistakes and celebrate team successes.

I wholeheartedly endorse and recommend Robin, and I am confident that she will make a valuable contribution to your organization!

Sincerely,

Nicholas Bryan Fico

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