



GEORGETOWN UNIVERSITY
Center for Child and Human Development

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To Whom It May Concern:

My name is Ellen Kagen, and I am Director of the Georgetown University Leadership Academy and its Leadership Development Program, and CEO of Georgetown Leadership Associates, Inc. where I provide Executive Coaching and Leadership Development training, facilitation and consultation. Executive coaching develops high level professionals through one-on-one sessions that include dialogue, goal setting, counsel, and feedback. The objective is to increase the individual's capabilities over time and to implement both their short and long-term business strategies and goals. I served as Justin's Executive Coach and am pleased to provide a letter of reference for him.

I first met Justin in 2012 when we were seated together on a business flight. We engaged and talked for most of the two hour trip and exchanged our business contact information during this time. That same year I attended an International Coaching Certification Program at Georgetown University that required I coach three professionals for ten sessions. I elected to coach two CEOs and Justin. While Justin was not an executive, he did manage direct reports and impressed me as a high potential individual with key talents.

From the beginning of our professional coaching engagement, Justin exhibited several key strengths that are not regularly found even among CEO's. Justin was able to discern quickly the areas in which he wanted to focus. This told me right away that he was serious about his own growth and development and that he had the capacity to identify and frame business challenges quickly; always with the eye on his own performance improvement. Justin also has exceptional organizational skills. He developed methods to track his own progress and he designed management tools to support his learning. Typically, as a coach, I have to work with a client to develop this habit. Not with Justin, he instinctively knew that as he was engaged in work, developing short and long term goals and capturing and documenting progress to date was required. Lastly, Justin was remarkably well spoken, clear in his thinking, willing to put difficult issues on the table and exhibited excellent leadership presence. While I did not directly observe his work with teams, I know that many executives fail for their mediocre communication skills, lack of clarity, fear of tension and poor presence. For the duration of our sessions, I saw tremendous growth in all four of these areas and he reported success with his teams due to these increased executive leadership skills.

I will conclude by sharing that developmental research consistently demonstrates that receptivity to feedback and learning from experience is one of the strongest predictors of personal and professional growth. While our executive coaching has concluded, Justin continues to invite and welcome feedback. Because of this, and the above qualities that I glimpsed in our initial two hour conversation which were further confirmed in our coaching sessions, I have no hesitation in recommending Justin for executive management.

I continue to follow Justin's professional journey and look forward to his natural progression both professionally and personally.

Sincerely,

Ellen Kagen
Executive Coach and Faculty, Georgetown University