



CLIENT COMMENTS ON OUR WORK — GROWING EDGE PARTNERS

This is to personally thank you for your work with United. You first worked with our senior leadership team in late 1994 and helped us address several key questions:

- Build trust by opening candid communication between division heads and function leaders
- Identify and work on key cross-functional opportunities between our senior leaders
- Further clarify Jerry's [Jerry Greenwald, CEO] and my expectations of our direct reports
- Establish Rules of the Road to guide constructive, long-term working relationships
- Learn common skills, language and processes for making specific decisions together

Your follow-up work further solidified our senior team. Because of the meeting that you co-designed and co-led with our direct reports, we were able to improve cross-functional teamwork among our top 100 leaders. And we received commitments from them to serve as sponsors for the Cultural Leadership workshops for United's 6,000 managers, supervisors, union leads and professional contributors. You co-designed these workshops with our internal staff and trained over 100 of our line managers to deliver these workshops, with your quality assurance. You worked with division management levels in Flight, Fleet, Onboard and North America. I appreciated the careful and energetic quality of your approach. You have helped us move toward the culture of leaders at all levels that we want to create.

John Edwardson, President & COO (formerly), United Airlines;
now President and CEO, Computer Discount Warehouse