



**Medtronic**<sup>®</sup>

February 7, 2014

Dear Phil,

It is a privilege and an honor to write a letter of recommendation for you. I feel humbled considering all the large companies that you consult with such as Ken Blanchard, Boston Scientific, Johnson & Johnson and many other renowned Fortune 500 companies. I also feel humbled considering all of your extensive experience in personal executive coaching that is broad and diverse from CEO's to Navy SEALs.

This letter is not only an honor to write, but it is also easy for me to write. Much of what I will say has already been said to you over the last 2 years. We have spent countless hours on the phone and in person working on improving my personal leadership effectiveness, management and coaching skills, team dynamics, and performance management. I cannot think of another individual that has been more influential in my career. I would not be in this leadership position without your investment in me. If it wasn't for your ability to help me identify my innate, natural strengths and to see my potential I would not be in this role. You helped me see what others saw in me, but what I could not see in myself. You have a unique and amazing gift to help people see what they need to see and do what they need to do.

We met in person in Lake Tahoe in January 2012, at our first Medtronic field leadership meeting. I was 37 years old then. I thought I knew myself. I had taken Gallup's Strengthfinders assessment 6 times, DISC, Myers Brigg, Insignia's strength tool, and several others I can't even recall. But it was the PDP tool—the ProScan strength assessment tool—that first opened my eyes to who I am and how I am wired. As much as I thought I knew myself, I did not. I was even exposed to world class tools and assessments in business school; however, it was the Pro Scan that first opened my eyes to how I am naturally wired and to my full potential as a human being.

Moreover, the Pro Scan has opened my eyes to the unique strengths of the individual contributors on my team. You have coached me to see each person as unique and different through the PDP tool, which has led to breakthrough performance on an individual level and as a team. Every person on our team requires a different, customized coaching approach. The coaching that you have provided to me is customized and relevant. In a word, it is invaluable. It has not only allowed me to reach more of my potential, but it has also enabled me to help my team realize more of their individual and our collective potential.

I have worked for great Fortune 500 companies: Accenture, Johnson & Johnson and Covidien. But it was not until my tenure with Medtronic that I started to receive world class coaching. That is the time when I was introduced to you. I have often wondered why you are such a great coach. I have asked that question, because I believe the answers will enable me to be a better coach. Here are just a few traits that distinguish you from other leadership consultants and executive coaches:

**Listening with intent:** You do a lot of listening... You seek to understand the challenges of the organization before you try to be understood. Your intentionality allows you to uncover unique challenges and opportunities within organizations. It is in these areas of discoveries that organizations can achieve the greatest impact and breakthrough performance. I personally know this because I have experienced this in our coaching the last two years.

**Results oriented coaching:** You do not throw out fluff and stuff that sounds good. Your coaching is based on sound, proven management and leadership principles that work. Your coaching is all geared towards driving performance and achieving executional excellence. You have always pointed me towards execution and thinking about things relative to performance. I know this because your coaching has been a catalyst for our team's performance.

**Challenging the process:** You have never told me what I wanted to hear. You tell me what I *need* to hear, regardless of how challenging it might be. You desire impact and transformational change so you are comfortable with me being uncomfortable. You will challenge the paradigms and thinking that are holding the individual and organization back. You challenge individuals and organizations to not be satisfied with good but to always strive towards great... You know that for me or anyone to experience sustained change, either personally and organizationally, one must begin to feel comfortable with being uncomfortable. You have always challenged my thinking, I am not sure why or how, but it leads me to think more critically and think more strategically. I know this because you have challenged me and I have grown—professionally and personally.

**Exposure to world class tools:** For any organization to achieve change and growth that is sustainable and scalable they have to be exposed to systems and processes that are sound and proven. They must work. You and your team are exposed to the most cutting edge tools, databases, and resources available. I know this because I have personally benefitted from your world class tools.

Phil, thank you for your coaching and partnership the last 2 years. It has been invaluable to me, my team, and our entire sales organization at Medtronic. I personally appreciate the investment that you have made into my career. That investment has not only helped me in the marketplace but it has impacted me personally—in my marriage and my parenting. Thank you! I am happy to be a reference to any of your clients if they ever have any questions.

Respectfully and sincerely,

Adam J. Hodges  
Regional Business Director  
Medtronic, Inc.  
Nashville, TN