



AT&T Network Engineering & Operations

December 13, 2004

To Whom It May Concern:

This is a letter of recommendation for Christie Ward of Christie Ward & Associates, Inc. Christie has been working with AT&T for the past year providing a series of courses called Skill Builders. She has trained and coached approximately five hundred management and union employees over the course of this year.

Christie developed and delivered a number of classes addressing effective communication skills, conflict management, individual style dimensions, expectations, team dimensions, resiliency, and change management. Christie came into the environment during re-engineering, downsizing, and constant change. Christie was flexible through all the changes we asked her to make and continuously offered new and innovative ways to help support the organization. She served as a valuable advisor to the leadership team. She gained the respect of the entire workforce and the management team, who continue to seek her out for advisement.

Some of the changes the organization has seen as a result of Christie's training and influence are: sixty six percent fewer union/labor grievances, fifty percent reduction in work group conflicts, effective communication, individual accountability, and improved morale. Christie's intuitive, proactive coaching and communication has had a very positive influence on the organization.

Sincerely,

A handwritten signature in blue ink that reads "Suzanne Becker".

Suzanne Becker
District Manager

A handwritten signature in blue ink that reads "Robert Balkema".

Robert Balkema
District Manager