

OAK RIDGE NATIONAL LABORATORY

MANAGED BY UT-BATTELLE FOR THE DEPARTMENT OF ENERGY

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To Whom It May Concern:

It is my great honor to write a letter of recommendation highlighting the invaluable contribution that Mr. Larry Samuelson makes to my professional and personal success.

I first met Larry at a Goizueta Business School Executive MBA event. His speech to a roomful of senior executives deeply impressed me because it reminded of a phrase "straight from the gut." In the last six months, I had the greatest pleasure to have him as a career coach, a trusted advisor, and a friend. He played a significant role in my recent successful career change. As I am now preparing to move to an executive role at Microsoft, I know I will value his experience and advice even more. I look forward to continuing to work with him and to learn from him.

In my view, there is a huge difference between a career mentor and a career coach. A mentor teaches you how to do things and provides technical expertise. A coach brings the best out of you by asking wise questions and providing honest feedback. Larry has great experience in coaching senior executives and what differentiates him from other coaches with who I worked in the past is that he cares about me as a person, not just a client.

Larry's wisdom comes from years of experience. It is not something one can learn from a book. After I spent six years at the National Laboratory as a Senior Research Scientist, I decided to move into private industry. It was a difficult decision because the path forward was not yet clear. As a scientist, I pride myself on my analytical and reasoning capabilities. However, I couldn't figure this one out until Larry showed me how by asking a series of unconventional questions. He did not tell me what I should do and how I should do it. He simply asked questions, and I figured out what I was searching for in the fog.

Larry's integrity and candor make him the magic mirror that every senior executive should keep in his/her pocket. Jack Welch attributed his success at GE to his ability to instill candor into GE's corporate culture. Candor is not only the lifeblood of a company; it is also critical to personal development. The unfortunate fact is that the higher we climb on the corporate ladder, the less truth we are likely to hear. Larry has an incredible ability to sense truth from false and he does not sugar coat things, nor does he compromise principles. I trust Larry with my professional and personal challenges. His objective viewpoints are sometimes painful to hear, but they are exactly what I need to hear. In my next career with Microsoft, I will continue to rely on Larry as my magic mirror who will always tell me the truth, however painful it might be.

Larry is an inspirational leader. His career accomplishment speaks for itself. In the Atlanta business circle, many people know Larry and have enormous respect for him as a leader and as a person. There is no better way to learn how to become a great leader than shadowing one. In the short six months that I worked with Larry, my leadership style changed. I received feedback from my direct reports and peers that I had become a better communicator, a better collaborator, and a better boss. I am very thankful for Larry's positive influence.

I am very grateful that I have Larry as a trusted advisor and friend for life. I know that he has also helped many of my colleagues from the Goizueta Executive MBA program. No matter what stage you are in your career, Larry will be a valuable resource for you. I recommend him without reservation. An outstanding advisor like Larry will shorten the distance between you and your dreams by many years. Please feel free to contact me if you need any additional information.

Sincerely,



Yu (Cathy) Jiao, Ph.D., M.B.A.