

January 26, 2010

To Whom It May Concern:

I am writing to give my unqualified reference to the work of Marcia Hughes and her team at Collaborative Growth. I say this for several reasons. We have had the opportunity to work with Marcia on three different occasions. One of them is an on-going program which I will discuss below. The other two opportunities have been limited in their nature but they provided further evidence of Marcia's capability and her capacity to be a true collaborator and colleague.

First, Marcia has been chosen to be a regular faculty member in our Premier Governance Series (PGS) program dealing with Excellence in Board Leadership (EBL). The PGS series target board members in our cooperative Farm Credit Lending Associations (90 throughout the country). This series has been designed such that Institutional Shareholder Services (ISS) of Risk Metrics Inc. will allow us to certify the training for each director. This requires a caliber of faculty and material that meets their standards for governance across the country. In this program, Marcia Hughes provides personal feedback on the Bar-on EQ-i emotional intelligence instrument. The sensitivity of this process with board members unaccustomed to such feedback is highly critical to the success of this module. Marcia has shown her capability with this audience using this feedback on multiple occasions.

Second, Marcia's work with Cindy Knutson and myself to deliver a requested program on Crucial Conversations and Emotional Intelligence at the Farm Credit Council's (our parent organization) Annual meeting in January 2009. This program received excellent ratings. Again, Marcia's ability to talk about and generate fruitful conversation over multiple sessions was another indication of her insight and professionalism.

Third, I decided to send four member of my team to be certified on the Bar-on EQ-I to enhance our own internal coaching practice. We chose Collaborative Growth for this training, not only because we knew of Marcia's work with us but also because her work (multiple books, new team model around the EQ-I, etc.) shows her dedication as a master practitioner in the Bar-on model of emotional intelligence but a thought leader in the field of emotional intelligence in general.

I would gladly speak personally to anyone about Marcia's talent and professionalism as a trusted partner in her work. She has proven to be a valuable partner in the work she does in our own company and we are grateful for the talent she brings to our programs.

Sincerely,



**FCCSERVICES**

**William "Bill" Clover, Ph.D.**  
*SVP Organizational Effectiveness*  
7951 E. Maplewood Avenue, Suite 225  
Greenwood Village, CO 80111

303.721.3285 (Desk)  
303-809-4718 (Cell)  
303.721.3202 fax  
[fccservices.com](http://fccservices.com)