



October 12, 2011

To Whom It May Concern:

Waterloo Region District School Board is committed to the belief that student success and well-being are the reason we exist. Further, we believe that strong leadership is absolutely essential to the fulfillment of our board's mission. We are equally convinced that emotional intelligence is a core competency that explains the success enjoyed by high-performing leaders and teams. Our school board has invested significant time and resources into ensuring that our leaders have feedback, training and support as we build collective and individual capacity in the area of emotional intelligence. This investment has been a difference-maker in our board!

How do we "walk the talk" when it comes to our stated belief that emotional intelligence is vital to leadership and team success? How do we keep the priority alive in an organization with over 5000 staff and 60,000 students? The concept permeates our selection and recruitment processes. Our director and senior administration team have all received specialized training. We have a cadre of trained administrators who are able to deliver training. We deliver EQ-i training to aspiring, newly appointed and experienced administrators. We have embedded the concept and training to all sectors of our organization. We offer EQ-i assessment feedback opportunities to leaders across our system. Leaders in Waterloo Region DSB know that EQ-i is an essential – not a "nice to have". I would also add that we have experienced significant impact on the strength, engagement and positive synergy of many teams in our organization through the TESI training and assessments that we have delivered with various sectors right across our organization. We pride ourselves on our board's commitment to relationships and the quality of life we enjoy in our organization. More importantly, we believe that our investment results in improved and sustainable performance that supports our core business.

It is my belief that a great deal of credit for our organization's success in maintaining "top-of-mind" awareness and commitment to developing our EQ-i capacity goes to **Collaborative Growth** who have provided exceptional training and support opportunities to our organization over the past decade. Under the leadership of Marcia Hughes and James Terrell, **Collaborative Growth** has provided training and support for dozens of leaders and built the internal capacity in Waterloo Region DSB so that we can pass along our insights to many other leaders. Marcia is, without a doubt, is a truly gifted workshop facilitator. Her workshops are relevant, lively, appropriately interactive and comprehensive. The content is "high-impact", relevant and rich. She consistently delivers! The comments from our participants are inevitably positive and glowing.

Our organization has participated in trainer certification programs for EQi/EQ360 and TESI. At various times, the training has been delivered in a cross-sector context or a sector-specific context. At times, the training and locations have been customized to our organization's specific needs. In every case, **Collaborative Growth** has been professional, adaptable, completely prepared, highly skilled and reliable. It is a pleasure to work with Marcia and James and we consider them to be "honorary members" of the Waterloo team. More importantly, they have become good friends and have truly made a difference. Our organization is led by leaders attuned to the importance of emotional intelligence. The impact of this important difference, we believe, extends to the classroom and results in improved learning opportunities for the students who are at the centre of all we do.

We look forward to our continued association and the "value-added" contribution that **Collaborative Growth** training programs make to our organization.

A handwritten signature in black ink, appearing to read 'M. Schinkel', written in a cursive style.

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