

February, 2009

To Whom It May Concern:

I have had the privilege of knowing Michael Kimball for over four years. For three of these years I have worked with him directly within the framework of two very different organizations. We have also worked together as independent business consultants.

What impresses me the most about Michael is his ability to bring order out of chaos... peace out of distress... success out of failure. He excels at taking a vision, desired result, or concept and bringing it to fruition through a disciplined commitment to rigorous planning, realistic goal-setting, repeatable process development, and near flawless execution.

I remember in early 2005 through much of 2006, a company that we both worked for invested many thousands of dollars in several failed attempts at a new online product. Many good people had attempted and failed at bringing to fruition any deliverables of worth. Michael was asked to head the project. Most thought the project was hopeless. However, much to the surprise of the entire staff, within a few short months, Michael delivered Phase I of the product and in a short period of time it was producing income.

Michael is a natural leader and is comfortable, confident, and cordial in any setting. His humility and gracious nature is settling to people and allows him to quickly build the rapport that is so necessary to accomplishing objectives in a collaborative environment. He is a masterful communicator, teacher, and a capable facilitator and has the ability to bring the best out of people and challenge them to greater heights. He possesses a keen mind and is well read on many of the most innovative results-producing business practices employed today. This, in tandem with the vast riches of his business success, allows him to steer clear of pitfalls and cultivate opportunity (often) long before others.

Having worked with Michael in several different environments I have been amazed at his ability to quickly assimilate the knowledge, culture, history, and practices of a business and quickly get up to speed, positioned to efficiently tackle key tasks.

Michael's wisdom, council, and kindness have personally enriched me. He is more than a valued and preferred business colleague - he has become a mentor, trusted confidante and cherished friend. He is an amazing individual with a virtuoso of business and organizational development skills. Michael sees outside of the box, understands the big picture and finds the best course to accomplishing any task that is put before him.

I hold Michael in the highest regard and believe that he will be a major asset to the growth and profitability of any organization that is fortunate enough to have him devote his vast intellectual resources and proven business skills to. For these reasons, I give Michael Kimball my highest recommendation!

Warm Regards,

A handwritten signature in cursive script that reads "David R. Polczynski". The signature is written in dark ink and is positioned above the printed name and contact information.

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