

My emails with attachments are bouncing back. I'm pasting the letter contents below.

Calana Vance
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(614) 439-8813
7/8/2023

Shalimar Pedersen
The Evergreen State College

Dear Shalimar Pedersen,

Hello and thank you for reaching out. I had trouble receiving the emails. Then the links were not useable after I finally did receive them. I hope this tardy submission will not reflect poorly on Gail.

I am writing this letter to highly recommend Gail Murray as a prospective graduate student at Evergreen State College's Public & Nonprofit Administration.

As a former colleague of Gail's at Trane for approximately 18 years, I have had the privilege of closely observing her outstanding analytical and critical thinking skills, exceptional writing abilities, strong oral communication, and remarkable interpersonal skills. Not only were Gail's skills invaluable to the growth of a fledgling Industrial Refrigeration pilot division at a well established international HVAC leader such as Trane, most were used as benchmarks for successful execution of future complex and challenging initiatives. To date, processes created by Gail remain in place at Trane and were later implemented by me at CoolSys upon my transition there in 2020.

Throughout our time working together, Gail consistently demonstrated an exceptional ability to quickly analyze complex problems, identify key issues, and develop innovative solutions. Her attention to detail and logical approach to problem-solving were truly remarkable. Gail's roles required managing national customer service and constant communications with our corporate partners, local warehouse management teams, local service teams, and various internal support teams from the initial request for proposals through customer and subcontractor onboarding, and thorough and accurate process development, documentation, and training aligned with contract SLAs to ensure compliance. This included deliverables for call center agents, technicians, sales, accounts payable and receivable, subcontractors, etc. Gail's analytical prowess was not only evident in her daily work tasks but also in her ability to critically evaluate and synthesize information from various sources. Her ability to think critically and make sound judgments sets her apart from her peers. Gail represented Trane exceptionally well as an exemplary advocate while pursuing winning solutions for all. As our director stated, "Gail was built for this!"

Gail's writing skills are exceptional. Her written communication is articulate, concise, and persuasive. She has a knack for clearly conveying complex ideas in a manner that is

accessible to a wide range of audiences. Whether technical reports, project proposals, or client presentations, Gail's written work consistently exhibits a high level of professionalism, organization, and clarity. Gail's standard was to undergird communications with facts and documentation, often long forgotten or misplaced by others. She was able to quickly produce supplemental information if not presented in the original communication. Gail has always anticipated the questions of her audience and answered them in advance.

In terms of oral communication and interpersonal skills, Gail is an outstanding communicator. She is adept at effectively conveying her thoughts and ideas, both in one-on-one interactions and in group settings. Gail has an engaging and confident communication style that includes humor, making her an exceptional presenter and facilitator. Moreover, she possesses exceptional active listening skills, which enable her to truly understand and empathize with others' perspectives. Gail's ability to communicate and establish rapport with individuals from diverse backgrounds is a testament to her interpersonal skills. Gail was prepared and confident in all discussion forums. She effectively trained new hires on cross functional teams on operational matters and was also at ease discussing ideas with Trane's global executive leadership team as colleagues from around the world listened. Gail was well read and prepared to facilitate during every discussion. She used each opportunity to learn and or teach. Gail's bi-weekly customer meetings provided clear guidance to stakeholders on project statuses, profitability, and challenges. These reports were key data points used to compile the annual capital expenditure recommendations.

One of Gail's most impressive qualities is her unwavering persistence and resilience in the face of challenges and difficulties. She consistently demonstrates a strong work ethic, determination, and a remarkable ability to adapt to changing circumstances. Gail's ability to remain focused and motivated, even in high-pressure situations, is truly commendable. Gail is fearless in the pursuit of answers. This included requiring clear explanations of root causes of system failures and permanent fixes to self-studying the mechanics of hvac and refrigeration systems. Each gave her the ability to facilitate productive discussions surrounding general or specific service challenges with corporate customer contacts and local service partners.

In addition to her analytical and communication skills, Gail exhibits strong leadership ability. She has a natural ability to take charge and guide team members towards achieving common goals. Gail's leadership style is inclusive, collaborative, and inspiring, which fosters a positive and productive work environment. Her ability to motivate and empower others is truly remarkable. Given the time sensitive nature of the business (food refrigeration), resolutions were critical. Gail's effective communication of the SLAs and the risks of not meeting them to a reluctant or underperforming local service partner garnered buy-in collaboration necessary for the concept and execution of solutions. Gail's approach is always guided by her integrity which is above reproach. Facts delivered professionally resulted in creative and fair conflict solutions. It helped foster trust in the relationship between Trane and its new customer base. This was critical to our partnership at all times. Customers' and colleagues regard Gail's integrity cannot be overstated.

Finally, Gail possesses exceptional emotional intelligence, which allows her to navigate interpersonal relationships with empathy, self-awareness, and sensitivity. She consistently demonstrates a high level of emotional maturity, which enables her to handle conflicts and

difficult situations with grace and composure. Gail's composure in the midst of conflict, criticism, unethical, unprofessional and discourteous conduct is to be studied. She's objective about feedback irrespective of the source and pivots to champion or implement changes if needed.

Based on my observations and experiences working closely with Gail, I have no doubt that she will excel in the chosen management, finance, and leadership concentration. Her exceptional analytical and critical thinking skills, exceptional writing abilities, strong oral communication, and remarkable interpersonal skills make her an ideal candidate for the graduate program at Evergreen State College.

I wholeheartedly recommend Gail Murray for admission. If you require any further information or have any questions, please do not hesitate to contact me.

Thank you for considering Gail's application. I am confident that she will be an asset to the graduate program.

Sincerely,

Calana Vance
Operations Specialist
CoolSys Commercial and Industrial

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