



To Whom It May Concern:

My background and expertise is in organizational psychology, and I hold two doctorates. One in psychology and the other in divinity. For thirty plus years I have consulted all over the world for both profit and not for profit organizations, written on organizational change and taught on the subjects. My current focus is on leadership coaching and organizational culture. I have written two books on the subject.

I have known WE as a consultant and advisor for fifteen years and have been a trusted external voice supporting their growth and mission. My role has been to be both individual coach to many of their leaders, and guide in facilitating conversations at the board and team level. I know the organization and it's founders extremely well because of the unique position I have held. My point of view comes from my long history with the founders and expertise in my field. I have seen WE and it's leaders grow over the years, with all the predictable bumps, fits and starts that a young social change organization is likely to have. That said, in my 30 plus year history working with many world class organizations, it is one of the finest I have had an opportunity to engage.

The six words I would use to describe them are "Cutting edge", "dynamic", "mission driven", "passionate", "effective" and "entrepreneurial".

Because WE has grown so quickly and been so successful, they have gone through the predictable start-up cycles that are often seen in tech companies employing young people as their base. Fast, dynamic, and with turn-over challenges—these are more typical versus atypical of the entrepreneurial growth cycle. But their base of employees and leadership have remained remarkably consistent with a large cadre of dedicated team members, many with 5-10 years of tenure, and even more. WE employees are a fiercely loyal and capable bunch.

That said, WE is not for everyone. It is not a typical, slow moving and occasionally cumbersome large charity. There is nothing like it in my experience. It is more like "tech start up meets social change agent", inspiring both drive and mission at breakneck speed. WE is not for everybody, and certainly not for the faint of heart, but as a place that is trying to make a difference in a world sorely in need, they are sorely needed.

There are always struggles in growth, but I believe they are well on their way after twenty years, of becoming a truly world class organization.

Partly this is because of their dedicated team, and largely because of their founders, Marc and Craig Kielburger, who I have known as personal advisor for fifteen years.

I have seen them in all kinds of situations and challenges, both in good and challenging times, and always been impressed with a few key qualities that set them apart. They are

special in many ways, continuously striving to model to others the best of what they are trying to create.

As a team they are tireless, working harder than anyone else, bringing passion, smartness and an extraordinary vision to almost every endeavor. I like them very much, not because of what they have done but because of who they are, and their deeply held core kindness and genuine integrity which make up almost every interaction I have with them. I have been most impressed with their central humility. They are kind, soft-spoken and genuine. Perfect? Of course not. But in all the years I've seen them stand under the spotlight of "being well known" it has never been about them. Everything is about the mission. In fact, I have seen them make stunning personal sacrifices to either support their work or their team members.

From hand written birthday notes to staff, or getting free gym memberships for the whole organization, Marc and Craig do their very best with their limited bandwidth. No one works harder at WE, or makes a greater commitment to the cause. There is a reason why so many partners and team members are historically and deeply loyal. It is because Marc and Craig put themselves on the line, day in and day out, trying to deliver in creative and innovative ways, a place where passion and social cause meet.

Their new office building, the We Global Learning Center is such an advance forward. Seeing both the need to provide better office space for a staff cramped and struggling with environment, and the opportunity to provide free educational space for schools and kids, they sought a new world class office environment and developed it. The impact on morale was breathtaking, as the staff literally the next day swelled with pride and increased effectiveness in their work flow. For Marc and Craig, it was a moment of pride, not for their personal aggrandizement but for the opportunity it gave each staff member to feel a part of something truly special and important. Whether groups small or large, they do their best to manage these moments with grace and care. In fact, the phrase I've heard them say most often is "Thank you".

My one area of consistent coaching is that because they are "mission first" in their belief system, and sometimes too dedicated to the cause, they unintentionally model an expectation on employees that is hard to meet. Not everyone at WE will always share or match their dedication, or even come close. That is OK of course, because they believe everyone has a role to play in their own way. But for those who at least try, Marc and Craig are among the most loyal of people. Their team has continued to evolve over the years with a combination of home grown, smart and passionate people and outside, world class experts. They believe that their secret sauce must be caught, and the many employees who have, are a special joy for me to work with in my capacity and role.

Finally, in fifteen years they have evolved significantly as leaders. They could easily be running a company, law firm or be a government Minister. Instead, they have chosen to do this work. I stand behind them as people, and WE as an organization, because I have spent thousands of hours with Marc, Craig and their remarkable people. They deserve the

best I can give them because I have seen them year in and year out give their best to the cause.

Sincerely,
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