

# UNIVERSITY OF MINNESOTA

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To whom it may concern,

I have had the pleasure of working with Beena Sharma on a number of engagements. Most notably, Beena served as the principle architect and lead consultant for an organizational transformation project for the Corona Division of the U.S. Navy's NAVSEA group. In that role, she brought together a number of different approaches to leadership (Integral – Ken Wilber, Polarity Management – Barry Johnson, Maturity Assessment Profile – Susann Cook-Greuter) and whole system change (Real-time Strategic Change – Robert Jacobs) into a highly effective and innovative solution. The work, which resulted in a three year engagement with this 1,100 person division, was subsequently recognized as:

- An example of the most innovative work in Executive Education, by UNICON, a consortium of over 100 business schools worldwide. A subsequent case study of the work was published by UNICON as a best-practices example for member business schools.
- Garnered a Silver Award from the Defense Acquisition University indicating that the project was deemed the second-most impactful leadership program across *all* U.S. Department of Defense leadership and organizational development programs in 2007.

Beena's ability to effortlessly span the spectrum from individual assessment and coaching to organization-wide change is, in my experience, quite unique. She crosses cultures and time-zones with ease. Her viewpoint, insights, and experience in the realm of adult human development is unparalleled.

In short, please accept this as a written recommendation of Beena and her many talents. I am happy to confirm this letter and answer any questions by phone or e-mail as appropriate.

Sincerely,



Karl Johnson, Assistant Dean Executive Education  
Carlson School of Management  
University of Minnesota