

National Aeronautics and
Space Administration

Goddard Space Flight Center
Greenbelt, MD 20771



January 29, 2008

Reply to Attn of: 150

Dr. Kanu Kogod
Bridges in Organizations, Inc.
7831 Woodmont Avenue
#393
Bethesda, MD 20814

**SUBJECT: Appreciation for Your Significant Contribution to the Success
Of NASA Goddard Space Flight Center's Leadership Alchemy Program**

I find myself taking stock of the impact of NASA Goddard's Leadership Alchemy Program and its impact over the past 6 years. In doing, so I feel compelled to write this letter to acknowledge your notable contribution to the success of this award-winning program. Almost 7 years ago Goddard invited you to join our team to design and deliver a fully integrated leadership development program for the financial and resources management community at Goddard.

The positive acclaim attributed to the program, at all levels of Goddard management, resulted in expanding the program for all business, engineering, and science personnel at the mid-career level. In fact, the program's reputation was such that employees from two other Federal agencies paid to attend NASA's program. Again, the program received acclaim from the graduates, their supervisors, mentors, coaches, peers, and direct reports. Around this time, The Partnership for Public Service completed their case study, finding it unique and ground-breaking, while offering tremendous potential. Since then, the program's earned a Goddard Honor Award, NASA Office of the Chief Financial Officer Award, and an Innovations of Design Award from the Training Officer's Conference. *The Art of Followership: How Great Followers Create Great Leaders and Great Organizations* was just published, with a chapter devoted to Leadership Alchemy and its impact.

Now we find ourselves, many years later, poised to offer Leadership Alchemy one more time starting in March 2008. Your contribution remains substantial and the preceding awards are an appropriate recognition of your efforts as a key member of our design and implementation team. I continue to marvel at your ability to design meaningful learning opportunities that challenge the participants to be more powerful leaders than they thought possible. Feedback indicates that the whole-person and fully integrated learning the approach is critical to the program's success. Certainly, you part of our core team of three people who hold the program promise, while maintaining the integrity of the program. Equally as important is the quality of coaching and support you provide. As you know, each

year we've held a formal graduation where each participant offers a testimonial to their learning journey. I hope you revel in the testimonials offered to you each and every year. Just this month, we've been invited to speak at several Federal agencies about the Leadership Alchemy Program. In keeping with our commitment to experiential learning, in each instance we've co-designed a participative workshop that offers a glimpse into the power of our learning approach.

Let me conclude by saying that I enthusiastically look forward to continuing our collaboration for one more season, for both selfish and altruistic reasons. I say selfish because I learn so much from partnering with you. Altruistic, because of the undeniable benefits the participants and Goddard will reap.

Sincerely,

A handwritten signature in cursive script that reads "Gail S. Williams". The signature is fluid and elegant, with a large initial 'G' and 'W'.

Gail S. Williams
Leadership Alchemy Program Manager