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January 5, 2005

To Whom It May Concern:

If you are reading this letter of reference, you are lucky enough to be considering Elizabeth McLaughlin for employment. I agreed to write this letter on her behalf because I have been in your position, and selecting Elizabeth to work for and with me was one of the wisest things I did in all my years as a manager.

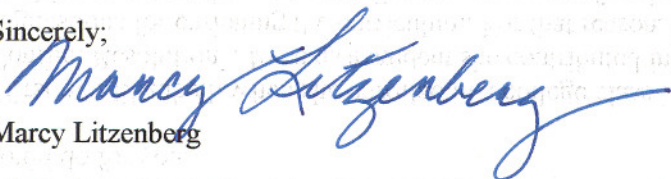
Elizabeth's skill is hard to figure out from her resume alone. She is one of those rare people who has pieced together an interesting combination of training and experience that truly supports and augments her natural aptitudes. She has created a unique package that belies categorization, so it gets described as "consultant". Fortunately for me, I had observed Elizabeth in action long before I read her resume, so I was never in the position you are probably in-trying to evaluate what she could do for you.

I first met Elizabeth when she enrolled in a college class I was teaching entitled "Mediation and Conflict Resolution". Even as a student she contributed interesting perspectives and made suggestions for enriching the curriculum. For that reason, I invited her to work as my assistant in teaching the class the next year. For several years after that we worked together teaching, writing curriculum, facilitating group planning processes, and mediating community issues. By the end of the time we spent working together we were functioning as equal partners, not as teacher and assistant.

One of the strengths Elizabeth brought to our partnership was her skill in planning and organizing long-term projects. I have found that it's rare to find a combination of communication and facilitation skills in someone who is also skilled at planning and project management. It's usually one or the other in my experience. Since most organizations don't have the luxury of hiring two different people to perform those two distinctly different functions, I felt lucky to have found one person who could handle the entire gamut of responsibilities.

Of course, the extent to which Elizabeth would be the right choice for a specific position depends on what you are looking for. Ordinarily I wouldn't give this kind of blanket endorsement to anyone because of that. In Elizabeth's case, however, I'm confident that she knows herself well enough to know when her skills would be a good fit with the job. She has such integrity and such a commitment to excellence that she wouldn't apply for a position if she didn't believe she could do it well.

Sincerely;


Marcy Litzenberg