

Letter of Reference for Ms. Wendy Riverman

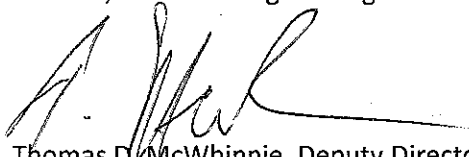
Ms. Riverman has been an outstanding colleague of mine throughout the years that I have had the pleasure to work with her. Her management and leadership competencies are outstanding. However, for me, the most remarkable trait that Ms. Riverman possesses is her willingness to go the extra step to help others, even with a full work load of her own. She never hesitates to lend a hand.

I have worked with Ms. Riverman on many projects over the past 12 years. She was a key player in the culture change/systems redesign Health Plan Management project. This was a significant effort to transform a work unit of 250 people from a hostile work environment into a team that operates at exceptional performance levels and scores consistently high on employee satisfaction surveys. The quantitative studies of HPM unit performance are available upon request. Her competencies and skill sets were a major catalyst for such significant change. Ms. Riverman's leadership and management exceptional excellence, as mentioned in the HPM project above, has been consistent in all systems projects that I have worked with her. Ms. Riverman has the discipline, intelligence, and the integrity to always be a valued member of any project team whether it be as a leader, participant or consultant.

Another outstanding attribute of Ms. Riverman is her genuine concern and caring for staff members. While she expects and models high performance, she also "takes care" of others in a sincere and interested manner. She mentors continuously, is always looking for ways to develop her staff and providing opportunities for employee recognition. Ms. Riverman is truly a charismatic leader; however it would be the foolish individual who would mistake her kindness for weakness.

Finally, her career path from entry level employee to her current executive level position is very remarkable. She has truly developed herself up through the system to be able to function as a high performance executive. A byproduct of that career path is her unique insights in how to "get the work done" at all levels of an organization. Most importantly, the wisdom gained from such a career path serves her well in the systemic integration of multiple longitudinal and hierarchical functions that is her current executive responsibility.

In short, I have the highest regards for Ms. Riverman both a person and professional colleague.



Thomas D. McWhinnie, Deputy Director, Education
VA Puget Sound Health Care System
Center for Education & Development
Federal Center South, 1116A
4735 E. Marginal Way South
Seattle, WA 98134
206-658-4256