

**Yokogawa Corporation of America**

2 Dart Rd.  
Newnan, GA 30265-1094  
Phone: 770-254-0400; ext 5150  
Fax: 770-304-1613  
nick.nichols@us.yokogawa.com



Date: April 11<sup>th</sup>, 2011

Douglas Flor, Ph.D.  
361 Boy Scout Road  
LaGrange, GA 30241

Dear Dr. Flor,

I wanted to express my appreciation for your personal coaching session regarding the FIRS assessment that I completed. I was very pleased with the knowledge and insight I gained from your program in dealing with the situations of conflict that can occur with my subordinates, peers and direct management in my position here at Yokogawa.

I feel the greatest advantage for me has been the knowledge of how to appropriately approach each situation in order to achieve an effective solution for a problem that also enhances the positive benefits of working together as partners in the solution rather than adversaries.

Again, thank you for your time and insightful coaching and instruction.

Kindest regards,

A handwritten signature in black ink that reads "Nick Nichols". The signature is fluid and cursive, with a large initial "N" and "N".

Nick Nichols