



ASSISTANT SECRETARY GENERAL  
SECRÉTAIRE GÉNÉRAL ADJOINT  
EXECUTIVE MANAGEMENT  
GESTION EXÉCUTIVE

22 April 2021

**RE: John Gronski Executive Coaching Reference**

**TO WHOM IT MAY CONCERN**

I joined NATO as Assistant Secretary General for Executive Management in October of 2019 and sought executive coaching with primary objectives 1) to comprehend leadership challenges and opportunities of running a large (~400 people) organization, 2) to understand myself better, 3) to reflect on my actions, and 4) to align my experiences with any opportunities that may arise in the future.

In the summer of 2020, I started the consultations with John Gronski and I can confirm that on all aspects, the experience of working with John has exceeded my expectations.

John is a kind and humane professional, who is easy to connect with. His vast leadership experience is reflected in the writings that he does on a regular basis, but also clearly emerged during our conversations, which took place every two weeks or so. Due to the pandemic, all the meetings were online video sessions. Coaching by John was my first executive coaching experience but I was impressed with how easily John related to the issues that were specific to my own situation.

Whether talking about the current challenges that I faced, or about the future opportunities, John was always able to create a "lightbulb" moment through inquisitive questions and his ability to connect his vast experiences to my own situation. After every session, I came out thinking deeper and broader, and often out of box.

In addition, the challenges we tackled together cross industry or sector lines and relate to generic leadership competencies that are crucial at private and public sectors, both in large organizations and small entrepreneurial ventures.

I would highly recommend John Gronski to leaders, aspiring leaders, and other people with significant responsibilities in any sector of the economy.

Please feel free to reach out if you need further comments.

Yours sincerely,

A handwritten signature in blue ink, which appears to read "Giedrimas Jeglinskas". The signature is fluid and stylized, with a long horizontal stroke extending to the right.

Giedrimas Jeglinskas