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Larry Bangs has asked me to write a letter of recommendation on his behalf, and it is with great pleasure that I do so.

We have been working with Larry for eight years, and his coaching and support have been invaluable on both a personal and professional level. Larry was recommended to me by my brother and sister-in-law, both of whom are business owners and entrepreneurs in San Francisco. My sister-in-law, Diane, owns and operates the largest ballroom dance studio and school in San Francisco. I own and operate the largest dog training school, dog daycare and activity center in New England. Diane and I often compare notes and laugh about the fact that our businesses and business issues are so similar.

Shortly after I started my business expansion nine years ago, Diane "introduced" me to Larry (over the phone), and gave me a gift of a coaching session. We've been working together ever since. One of the first things he said that really struck a chord was, "You know you're a good dog trainer. Now you have to learn to be a good business owner." Larry has been invaluable in helping me become that.

As with most owner-operated businesses, I wasn't paying myself when I started working with Larry, and the word "profit" was a foreign language. He quickly changed that. Helping us identify key indicators, develop tracking systems and setting and achieving goals, Larry guided us into becoming "grown-up." As we grew, it was like pulling teeth to get me to let go and start delegating, but Larry coached me through with great patience.

We have grown from a two-person operation to a team of over 30 full and part-time. Larry's guidance in dealing with personnel issues (the worst!) has been invaluable. He has helped focus all of us on achieving results and taking responsibility rather than avoidance and blame. For the past few months, Larry has been coaching our supervisory and administrative staff to help create a more cohesive workplace, and the

results have been profound.

Our business has grown from a home-based dog training business to a successful corporation. We are in the process of completing construction of our own 25,000 square foot building, after leasing in our current location for the past nine years. The growth and success of our business is due, in no small part, to Larry's coaching.

I consider myself most fortunate to have found a strongly principled man of integrity to help us grow our business. I am sure Larry will provide those same strengths to yours.

Sincerely yours,
Gail Fisher