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Dear Sir or Madam:

I have known and worked with Eric Olson for one year now at Daiei Sougou Kyouiku Systems, where he has served as master teacher of the two English schools and leader of the academic staff (of which I am a member.) The academic staff is in charge of curriculum design, textbook writing, long term school planning, teacher interviewing and training. Throughout the year I have worked with him, Eric has proved an outstanding teacher, educator, administrator, and leader for all the teachers, and in reasons outlined in this letter, would be a tremendous addition to any company be it in the field of education or otherwise.

Eric has consistently exhibited leadership abilities which have been instrumental in promoting cooperation and progress at our schools. Through Eric's direction, the academic staff have worked closely as a team to promote reforms and improvements in the TOP system. Many of the proposed reforms and improvements were Eric's original ideas, or developed by him. Further, he has had a vision for the school beyond the particulars of today's frustrations and has always led us to keep focused on the longer term goals. His creativity and dedication has inspired and challenged us to give our best at all times and has maintained team morale, focus and dedication at a high level.

He has been an excellent liaison between the Western and Japanese business cultures. As a resident of Japan for several years, he provided our team with a rich understanding of Japanese corporate culture. His work exhibits an understanding and ability to work within such a system effectively and positively. Before Eric joined Daiei, cultural misunderstandings between the Japanese and foreign employees caused tension and friction in our company. However, Eric's patience and positive spirit has helped greatly to ease the tension and bring about a cooperative atmosphere. Through his leadership, a new level of trust, cooperation and mutual respect was achieved between the two cultural groups at the school. He has worked closely with the Japanese managers of the company, attending meetings, writing proposals, and maintaining a sensitivity to both the Western and Japanese management styles which is rare among many foreign workers. Because of his skill and ability to build consensus, many reforms have now taken place, or will soon be implemented.

Although Eric's university studies were not in the field of education, Eric's teaching style and beliefs show a deep understanding of pedagogical principles and learning styles. He is versed in many of the latest second language theories and teaching practices which I became familiar with in my graduate TESOL program. His ideas are innovative, creative, and he has always been an extremely popular, and creative teacher. One of the projects we have worked on together was one of the monthly issues in teaching seminars for all of the teachers. Eric's creativity and drive for excellence helped insure that the seminar on error correction was excellent. Many teachers commented afterwards about how much they learned from it. He further, led us in writing a series of textbooks for the school. Although the project was later postponed because of budgetary issues, he consistently inspired us to revise and strive for our very best creative potential. His ideas and feedback were invaluable. I found that working with him on such a creative project stimulating and exciting.

In addition to being an excellent and popular teacher, he has been a caring, supportive leader, and skilled manager, providing an example for the rest of us by listening to teachers concerns and acting on them immediately if possible, and being firm and frank when needed. His management style is attentive, and caring, and he has always been open to others ideas, indeed, invites input from all of the staff on many issues. His great sense of organization always ensured