

MERC Consultant Application

Francis Eberle

7/72022

Team Dynamics – Brian Macleod, Director, Customer Service Chewy, Inc

To whom it may concern,

Please accept this reference as a letter of recommendation for Francis Eberle.

In November and December of 2021, Francis facilitated a wonderful Team Dynamics workshop with a group of cross-functional Chewy leaders who were supporting a key business initiative. Francis's level of professionalism, preparation, and execution were outstanding from beginning-to-end.

The team found very practical value in the learnings from this four-part workshop. This was evidenced by a 90-day post-workshop survey which demonstrated both the participants and their teams/stakeholders recognized implementation and practical application of the workshop's learnings. In addition, my own experience was that the team was more high-functioning after completing the workshop because they better understood their own behaviors and motivations and well as the behaviors and motivations of their teammates.

Overall, my team and I would highly recommend Francis to facilitate this or any other workshop to a group of people who work together. If you have any questions or would like more information about my experience with Francis, please contact me at the email address or phone number below.

All the best,

Brian MacLeod He/Him/His

Director | Customer Service

bmacleod@chewy.com | 732-744-4464

Additional info from Francis about the work at Chewy.

Note: If a client is interested in how to measure the impact of leadership and team support, I can share the evaluation conducted that focused on the impact of the training on the business in Chewy on request.