

Chris Carpenter

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To the Selection Committee:

It is an honor and my distinct privilege to recommend Mark Pennington for the position of Scout Executive with the Mason-Dixon Council.

From 2012-2013, I served as a District Executive with the Shenandoah Area Council under Mr. Pennington's direct supervision. Mr. Pennington strikes an excellent balance between recognizing team success and promoting the contributions of the individual. I never felt as though my work got lost in the shuffle of council business or that I was a cog in a machine. Rather, appreciation for my personal contributions to the success of Scouting throughout the region was always made clear.

On the same merit, I found Mr. Pennington to be particularly attentive to individual needs and growth. Any time that I struggled in meeting my responsibilities or goals, Mr. Pennington helped me to identify the root causes, construct a plan, and execute that plan. His sincere take on management as a partnership between manager and employee has made a lasting impression. He plainly understands the role that both parties play in each other's success and demonstrates an eagerness, readiness, and sincere enthusiasm to play his part.

Mr. Pennington's management style, effectiveness, and insight provided an example that I continue to hold in high regard and strive to emulate in my work and life. Mr. Pennington enforced a high level of preparedness, knowledge, and readiness to contribute in meetings that led to more complete and productive discussion. He always encouraged us to seek opportunities for simplification and increased efficiency and never allowed us to be satisfied with simply meeting requirements instead of seeking ways to accomplish even more. His genuine excitement and enthusiasm for the success of others is infectious and creates a pleasant, fun, and productive work environment.

Mr. Pennington's stellar example in employee management and mentoring continues to serve as a standard to which I hold my own current supervisors. When asked for feedback, I often find myself pushing them in the direction of Mr. Pennington's drive for individual and team excellence, personal concern for employees' goals and well-being, and dedication to the mission of the organization.

Without reservation, I consider Mr. Pennington to be an exceptional candidate for the position of Scout Executive. I have no doubt that, should he be selected, he will provide excellent leadership and guidance to the volunteers and employees of your council.

Please feel free to contact me for any further conversation.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Carpenter". The signature is fluid and cursive, with a large initial "C" and a long, sweeping underline.

Chris Carpenter