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NAME
CHIEF OPERATING OFFICER
FINANCE • ADMINISTRATION • OPERATIONS

March 12, 2017

Smith & Hawken
West Coast Offices

RE: Director of Operations and Professional Development

Dear Recruiter,

I am very enthusiastic to hear that you are seeking the role of Director of Operations and Professional Development for McKinsey's West Coast Offices. My extensive management experience in finance, administration and operations make me an excellent fit for the position, and my values are very much in alignment with Smith & Hawken's organizational culture.

Here are some ways that I would bring value to your organization:

- The ability to build strong relationships and work collaboratively to reach common goals, and to help people resolve problems by thinking through options. I work in a non-hierarchical manner and develop staff to contribute at their highest level.
- As a strategic planner, I communicate priorities and goals clearly, and am flexible and adapt easily to the need for changing direction.
- In managing organizational change, I am a creative problem solver and aim to achieve integration and coherence. I excel in developing processes, improving efficiencies and achieving institutional maturity.
- My experience comes from environments where ongoing learning is inherent in the culture and I have designed these experiences for management and staff.

I would be able to hit the ground running and make a contribution to Smith & Hawken's continuing success in a very short period of time.

Thank you for considering my qualifications. I look forward to hearing from you.

Kindest regards,

Name

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