

**References and Recommendations**  
**Team mates, peers, and professors share their thoughts.**

*Cheni: You're doing OUTSTANDING work on this course. Actually, your assignments are the best I've ever seen, since I started teaching this course several years ago.*

*Thanks again for all you hard work so far in this class.*

Professor Gregory Gotches, Capella University  
BUS 4013: Organizational Structure, Learning, and Performance  
May 26, 2005

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*There has not been a time I can remember that I have read a discussion or assignment developed by you and have not learned from it. In this case I am still in total agreement. I don't believe there were errors (...) and I think for a rough draft this copy was well organized and developed. I am really eager to see what else you may have to say regarding empowerment. I am so glad that you have decided to submit a topic on such. I have been dealing with some of these issues in my daily work routine and I have not been able to exactly point where I should. Hopefully the rest of your paper will be a frame work for that path. Thank you and I look forward to reading more of this paper.*

Dannella Moncure, Learner / Team mate  
Capella University  
March 26, 2005

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*Yes. Yes this is almost a testimony similar to mine. Your statement that "it doesn't matter how you manage your company as long as your leaders know how to lead and recognize that true talent and skill is not confined within knowledge, it is intuition and it is birthed in spirit which cannot be taken away and is not left behind when employee is gone", was beautiful and true. I believe a lot of good, fresh, and excited talent is turned down everyday in the workforce world. This is due to the hiring team not willing to see past sometimes the lack of education the person may posses. Your statement backs up my belief that you pass up good deals daily and never know that you do.*

*This experience is not close in similarity to what I have chosen to speak up about but it is something I totally agree with and respect. This should definitely be applied not only in my organization but all. Just think if this was used in everyone's judgment that was in charge of hiring, the unemployment rate would possible be a lot lower than it is now. :)*

Dannella Moncure, Learner / Team mate  
Capella University  
April 10, 2005

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*Thanks for the insight. You know you always have really helpful discussions, assignments, or just responses in general. Hearing of others stories are helpful and I like to use them as motivation tools. Thanks again.*

Dannella Moncure, Learner / Team mate

Capella University  
April 10, 2005

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*Wonderful communication in your posting. I agree that all value should not be placed on degrees held because I often find that the staff I rely upon most has the least experience but the most drive although I often find that the regulatory system I operate under require the degree. I also found that in my accounting department that the person with the degree actually knew the most about the correct procedures but was that from the degree or from her 20 years of experience? Degrees are important in giving a firm background of knowledge but should not be the whole basis for hiring as drive, commitment and experience are very important (my opinion only).*

Professor Susan Newell, Capella University  
BUS 3004: Developing a Business Perspective  
April 14, 2005

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*What a strong spirit and drive you have been blessed with. You have likely learned lessons that many will not, even though they were hard lessons. You might consider telling your story to others that are in decision making roles so they may understand where many are coming from.*

Professor Susan Newell, Capella University  
BUS 3004: Developing a Business Perspective  
April 21, 2005

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*Chenista, I found your paper very informative. I really liked the analogy that empowering leaders "treasure the members of their staff as gifts". My current employer does exactly this. But, I have worked several places previously where the employees were never empowered or appreciated. One boss used to always say: "you can always flip burgers at McDonalds". I liked that you incorporated the interview you did with John. I didn't incorporate my interview in my original draft; but, I think I will do that for the final draft. Your paper is very well done. I couldn't find much that you could improve upon.*

Penny Alexander, Learner / Team mate  
Capella University  
April 2, 2005

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*I could relate to your statement that flexible organizations need to set aside their traditional methods and modes of evaluating employees or individual performance.*

Penny Alexander, Learner / Team mate  
Capella University  
April 14, 2005

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*Hats off to you!!! Once, twice and as many times as needed! I give you tremendous credit for being such an extraordinary warrior of life (and with God always by your side). I have admired you from day one, and honestly I felt intimidated in a way (not anymore though) as I knew right from the beginning you were a knowledgeable person capable of bringing great insights and information I was never exposed to before. Your story and reflection provided my mind and heart exceptional encouragement to continuing this path simply because I have all the means to accomplish it and very little barriers I can always surpass. You are a true inspiration and example for so many young learners and to me as well. I know you will go far and defeat any difficulty in your route. Lots of blessings to you!*

*Respectfully,*

Gisella Nevarez, Learner / Team mate

Capella University

April 19, 2005

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