



February 28<sup>th</sup>, 2018

To Whom It May Concern,

My name is Jocko Willink and I am writing this as a reference letter for Daniel Nieto. I feel I am well-qualified to speak on this matter based on my experiences in life and my experiences knowing and working directly with Dan over the past several years.

My background is very different from Dan's. I enlisted in the Navy after high school and served twenty years in the SEAL Teams, rising through the ranks to become a SEAL Officer. During that time, I held many leadership positions, including command of troops in combat in Iraq as a SEAL Platoon Commander and as a SEAL Task Unit Commander. The Task Unit I commanded, Task Unit Bruiser, fought in the Battle of Ramadi and ended up the most highly decorated Special Operations unit of the war in Iraq.

Upon retiring from the Navy, I started a leadership and management consulting company called Echelon Front. In that capacity, I worked very closely with Dan for just over four years. I can state without hesitation that Dan is one of the highest caliber individuals I have known. The team that he led, and still leads, is a force to be reckoned with. He is the driving force of leadership behind that team.

I believe the preeminent characteristic that makes Dan such a powerful leader is his balance. He is aggressive, but not overbearing; he is passionate, but rational; he is able to push his subordinates extremely hard, but does so without breaking or burning them out; he is confident and driven, but at the same time, he is also humble and open to thoughts and ideas from both up and down the chain of command.

On top of that, Dan is a leader that *executes*. He gets things done. If there is a mission that needs to be accomplished, I would put Dan in charge of it and know that it would be completed.

Finally, while Dan is extremely committed to his work, he is an even more committed family man who cherishes his wife and two daughters. He uses his commitment to both family and work synergistically, as he puts the commitment he has to his family back into his work, so he can provide his family with the best life possible.

Although I am retired from military service, if I were going into battle again, Dan Nieto is the type person I would want by my side, to watch my back, and help lead our team to victory.

Sincerely,

A handwritten signature in black ink, appearing to read "Jocko", with a long horizontal flourish extending to the right.

Jocko Willink  
CEO Echelon Front



