



# Yale SCHOOL OF MANAGEMENT

*Chief Executive Leadership Institute*

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Mr. John Enquist  
Chief Executive Officer  
H&E Equipment Sales, Inc.

Dear Mr. Enquist::

I am writing in enthusiastic endorsement of Charles Brazik's professional expertise and demonstrated track record in guiding leadership development and executive continuity. Some celebrated players in this space, as in other professions, have developed a following in the field but are not well anchored in their own businesses, yet this is not a professional pitfall that trips up Chuck,. – He possesses not only an enviable professional network and a tremendous mastery of the tools of this vital field, but he has proven his ability to design and deliver superb, jargon free programs which are in direct alignment with the mainstream strategic mission of his enterprises.

I have known Chuck for roughly thirty years and through triumphant tours of duty across several industries. I first met Chuck when I began a decade of teaching as a professor at the Harvard Business School and Chuck was at the then premier retailer and manufacturer of men's clothing – HartMarx. I met Chuck as he visited campus to cautiously and selectively recruit Harvard MBAs. We were so impressed with Chuck's pioneering leadership development work that we developed a Harvard case study profiling this process. I had the opportunity to see how well Chuck forged tight, productive bonds with all the general managers across the business and how well he helped them build their own executive teams. Through good sense consulting skills, inherent strong judgment, and compelling street savvy Chuck built rare, if not even uniquely strong credibility with a group of tough earthy leaders inherently skeptical of his field.

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When he moved to TimeWarner, we again profiled his executive continuity work for the CEO in a compelling and unusually candid case study. I again saw Chuck now work across the technical fields in this rapidly developing world of telecommunications and entertainment with its own challenging blend of sophistication and hands-on experience. Chuck quickly won over the trust of his new constituents, including a forceful – if not even somewhat autocratic CEO.

At Dominick's Finer Foods, the premier north central high end food retailer, Chuck adroitly transferred his enterprise building skills to the sensitive life stage issues of a second generation family business. Once again, Chuck's no-nonsense, ego-free, unpretentious style allowed him to easily solve problems between various acrimonious function warlords with an adversarial prior history of hoarding talent. His work attracted the attention of many leading consulting firms who modeled initiatives on Chuck's original programs – often without even knowing the backstage miracles that Chuck effortlessly produced as well.

In moving into the once hot world of Florida real estate, Chuck was able to develop a long term complementary interests in financial matters, reading dynamic markets, and the intricacies of this field of asset management itself. In fact, at one point, one of the nation's largest homebuilders was interested in drawing Chuck back into his former calling given his blend of interests but I think Chuck wanted to learn a bit more about real estate issue first.

Finally, I must comment on Chuck's character. He is a person of exceptional integrity; unflagging energy; faultless reliability; great teamwork skills; wide interests; and a fabulous sense of humor. I know you would not regret bringing Chuck onto your team.

I hope this commentary was of value. Please contact me if I can provide any further perspective.

Jeff