

*- I was one of the senior scientists and Ed led the science integration effort for a major acquisition. Our company had limited expertise in the development of siRNA therapeutics and the acquired company had little experience doing science on an industrial scale. There was a significant gulf between the biotech and large pharma cultures. Mix in the anxieties of the {acquired company} scientists concerning their future roles and you had the potential for disaster. Ed led a series of events and meetings designed to meld the group into a cohesive team. I witnessed firsthand as Ed coached the group through the difficult early interactions and later as he enforced the structure needed to keep us on track as we organized, mapped out the initial 100 day objectives and successfully executed them. Ed's experience and presence allowed him to play a commanding role and his communication skills were invaluable. I attribute our initial and continuing success to Ed and the excellent first steps.*