



General Machine Works INC.

515 Prospect Street
P.O. Box 546
York, PA 17405
quotes@gmw-inc.com

Re: Ongoing work performed 2022 to the present

3/12/26

To Whom It May Concern:

I am pleased to write this letter of reference for Patrick Conlon. I have engaged Patrick as a coach and consultant to support strategic and operational improvement, leadership alignment, and capability development within our organization. As CEO of General Machine Works, a precision machining company operating since 1902, I value advisors who can help leadership teams think clearly and improve how the business actually runs.

Patrick brings a practical, hands-on consulting approach. He works well with leadership teams and front-line employees alike, helping people understand the "why" behind changes and building the discipline required to sustain improvements.

One of Patrick's strengths is strategic planning facilitation. He structures working sessions that clarify objectives, translate strategy into executable actions, and create accountability around follow-through. He has been effective helping our leadership team focus on priorities and move initiatives forward.

Operationally, Patrick has contributed to improvements in several areas of our business. His work has included improving job scheduling processes, strengthening receiving and material-handling practices, applying 5S and layout improvements, and documenting both process flow and material flow. He reinforced these improvements through direct coaching and training on the shop floor so the changes were understood and adopted by the team.

Patrick also demonstrates a practical understanding of quality systems and inspection processes. He helped reinforce disciplined problem-solving methods, improve process checks, and strengthen controls that support consistent performance.

In addition, Patrick has supported leadership development and succession planning discussions with our senior team. He has helped identify key roles, capability gaps, and development opportunities within the organization. He has also contributed to sales improvement efforts by helping connect operational capability to customer requirements and market opportunities.

York's Oldest Machine Shop

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What I appreciate most about Patrick's work is that he stays grounded in the realities of running a business. His focus is not theory or presentations—it is helping leadership teams think clearly, make decisions, and execute improvements that actually work in the real world.

Based on his work with our organization, I recommend Patrick Conlon without hesitation for consulting or training engagements. He is structured, credible, and focused on delivering practical results. He has the ability to quickly understand a business, align leadership teams, and transfer knowledge in a way that sticks.

We expect to continue working with Patrick and believe he will deliver the same level of value and professionalism to other organizations.

If you would like additional information, please feel free to contact me directly.

Sincerely,



Robert Davis
CEO

General Machine Works, Inc.

Established 1902 – York's Original Machine Shop

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