

## ABOUT THE AUTHOR

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Rod Hess has been working in the field of organizational/group culture change for over 37 years. A graduate of Duquesne University in Pittsburgh, PA, (BA Sociology) and The University of Pittsburgh Graduate School of Social Work (Master of Social Work), Rod began his “normative” training at the Glen Mills Schools, a private, non-profit, residential school for troubled youth. As part of the organizational “turn around” team, he helped to build the culture that turned Glen Mills into an international model for residential care, educational and athletic excellence.

A former football player, Rod enrolled at Duquesne University at the same time football was brought back as a “club” sport. As a wide receiver, he was named Club Football All American in three of the four years he played. In 1973, the team, under Head Coach Dan McCann, posted a 10-0 record and won the Club Football National Championship. In 1988, he was the first club football player to be inducted into the Duquesne University Sports Hall of Fame.

Currently, Rod is President of Applied Organizational Concepts, Inc., a training/consulting company that specializes in organizational culture change. His program is built on a philosophy he calls, “Helpathy” - a philosophy based on trust, understanding, mutual respect and cooperation, which challenges individuals to “seek the balance” between the needs of the group and the individual. He has conducted programs nationally for organizations in the fields of business, education, human services and team sports.

In 1996, Rod published *Beyond Xs and Os: A Coach’s Guide for Managing Player Attitudes and Behaviors on the Team*. He also conducted seminars for teams in helping them to change their culture. (See References) *The Normative Coach* offers a more comprehensive approach for coaches in applying the normative principles to their teams.