



Neilson  
Business Equipment  
Center, Inc.

819 West Street  
Wilmington, DE 19801  
302/654-5270

March 5, 1984

To Whom It May Concern,

It gives me great pleasure to write this letter of recommendation for Roderick Hess, President of Organizational Dynamics. I had the fortunate opportunity of meeting Rod in 1979 when my company was in the throes of a year in which we lost \$60,000 with a 100% employee turnover rate. We were weighed down by a poor corporate culture with dishonesty, disloyalty, coupled with subgroups and stealing.

If I had not acted and secured Rod's help I do not think the corporation would have survived. With his help in group dynamics, normative systems, performance evaluation systems, and management training I was able to realize a good 1981, a great 1982 and a fantastic 1983. The company is well in the black with an average cumulative growth rate of 41% a year, and we are looking forward to a 50% growth in 1984 and 1985.

What Rod has helped us do he may be able to help you do. You will find him to be honest, straightforward and loyal with a keen insight into refining corporate cultures. He is always available to help as he is sincerely interested in his clients and their success.

I feel Rod is one of the top consultants in the U.S. and consider myself extremely fortunate to have engaged his assistance. If you have any questions contact me since I owe the existence and success of my company to Rod's help.

Sincerely yours,

Joseph T. Neilson  
President

JTN:sp



**Blue Cross**

of Western Pennsylvania

Pennsylvania

Blue Shield



..... serving as agent for

MICHAEL GRAVES  
EXECUTIVE VICE PRESIDENT

October, 1988

To Whom It May Concern:

Rod Hess has been working with my management staff at all levels for more than three years. Initially, I retained his services primarily as an experiment to see whether he could help my top management perform more effectively as a cohesive team rather than as individuals.

From this very first meeting, I and my colleagues found Rod's knowledge and approach to problem solving to be extremely valuable. He has helped us understand each other and relate to each other. As a result, our productivity and our creativity as a management team has increased enormously.

Building on this success, we have used Rod at middle management levels both on the marketing and on the administrative sides. His constructive approach which emphasizes his concept of "Helpathy" has been extremely useful in developing the potential of these people both as individuals and as groups. We have now reached the stage where my senior people use Rod's services with their staffs in much the same way I began to do three years ago with my staff. We are continuing to use Rod to help us see ourselves more clearly.

On a personal note, I have found Rod to be very helpful to me as an individual in pointing out areas where I need to change my management style and also as an advisor on a general range of management problems. Rod has total integrity, in-depth knowledge of human and managerial behavior and he is also a totally likable, warm person. He is someone I would strongly recommend to any organization to strengthen its team management and to improve the performance of its individual players.

If you would like more information please do not hesitate to call.

Yours sincerely,

Michael Graves  
Executive Vice President

MG/nkc



Peat Marwick

One Mellon Bank Center  
Pittsburgh, PA 15219

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October 30, 1990

Mr. Rod Hess  
Applied Organizational Concepts, Inc.  
140 Sycamore Drive  
Pittsburgh, PA 15235

Dear Rod:

Thanks very much for speaking at our Alumni Club seminar last Friday. I thought your presentation was funny and interesting and offered practical advice that I'm sure many people tried on Monday.

Judging from the results of our questionnaire, you were a big hit with the audience. We received several comments like these: "The management session was excellent" and "Rod Hess was very enjoyable. His presentation was most relevant to me." When asked what topics they would like to see on next year's agenda, one person said, "Anything Rod Hess addresses."

Once again, thanks for helping to make the program a success. I look forward to working with you again soon.

Very truly yours,

KPMG Peat Marwick

Caroline A. Collins  
Public Relations Specialist

/CC



Member Firm of  
Klynveld Peat Marwick Goerdeler

# PITTSBURGH GOURMET TODAY

Home of the Original <sup>Budget</sup> GOURMET.

Volume II, Issue I

Winter, 1992

## SPC

Lee Ann White

This article is the second part of a four part series to discuss the quality improvement programs that All American Gourmet is initiating. This article will address Statistical Process Control, or as it is commonly known, SPC.

What is SPC? It is using statistics, things like graphs and charts, to control our processes. How can that help us? It can help us by taking the guesswork out of when and how to make adjustments to the process. It can make your job easier by giving you the information you need when you have to make a decision. Several people at our plant have had training in SPC, and it is now being implemented to control our weights. The people that are actually using SPC have found that it does help them to do their jobs.

How does SPC work? It is based on a basic statistical theory; that all things have natural variation. This means that no two things are exactly alike; things like identical twins, snowflakes, or peas in a pod. You cannot find any two objects that are exactly alike. So, this means that if you are making a product you cannot produce any item that is exactly the same as another item. Every item will have differences. This means that there is a limit on the amount of control you have on your processes.

The goal of Statistical Process Control is to reduce the variation that is due to other causes. For example, if you are using SPC to control the weight of cheese topping on lasagna, you want the difference between any of the entrees to be as small as possible. By charting the weight of the cheese on a graph you will know what is the natural variation. When you know that, you will know when a weight is higher or lower than what you would expect from natural variation.

When this happens, it is like an alarm going off telling you that something is wrong with the process and an adjustment should be made. If you know when to make an adjustment and when differences are due to natural variation, then the difference between entrees will be reduced.

The market for frozen entrees is extremely competitive, so for All American Gourmet to maintain market share we have to out-do the competition. That means using new techniques to do our jobs more effectively and efficiently to produce the best quality product possible. SPC is one of the tools that will help us achieve that goal.

## HELPATHY ARRIVES!

Bob Ditillo

In our efforts to build the foundation for Total Quality in our Plant, we have

embarked on a unique training program focused on team building.

The program is entitled "HELPATHY" and is defined by its creator Rod Hess, Applied Organizational Concepts, Inc., as "A Spirit that exists among individuals embodying trust, understanding, and cooperation to encourage individual and collective development and the use of human potential."

The word "HELPATHY" itself is a combination of help (the act of assisting someone) and Empathy (the feeling behind the action). It represents an attitude of being open to supportively challenging ourselves and each other and to "grow" beyond our self-imposed limitations in order to maximize our individual and group potential. During this process, all must strive to seek a sense of "Balance" between meeting the needs of the individual and those of the group. It is through creating a supportive, nonjudgmental "HELPATHETIC" atmosphere that individual and organizational change will evolve.

Many of our employees have participated in the introductory sessions and, so far, the response has been overwhelmingly positive. Those who haven't yet participated will participate in future sessions.

We are looking forward to your attendance at the sessions, as well as, everyone's continued support for this learning process. Your enthusiasm and spirit is vital to our success!  
... Seek the Balance.



Linda Thomas

Sue Heidenreich

We have two STEPS Awardees to congratulate; Linda Thomas - Purchasing, won in October, 1991 and Tom Willetts - Sanitation, won in November, 1991.

The STEPS Group is made up of approximately 5-7 people. Each group receives several case studies. The case studies are presented as business problems with no solutions. The group works through the situation pulling together their resources. The result is a workable answer to the business problem. At that point, they present their solution to the panel of judges.

Both Linda and Tom agreed that their peers shared their experiences and worked well together. This made for a very organized project with a sense of direction, resulting in a winning outcome.

Congratulations Linda and Tom!

## The STEPS Awardees!



Tom Willetts



## What's Cooking

### Birds Eye Introduces Low Fat Vegetables With Butter Sauce



Birds Eye's doing it again! Our Vegetables With Sauce line was the first with a microwave tray and the first without artificial flavors and preservatives. Now we're reformulating our Butter Sauce items to be low in fat and cholesterol.

The New Low Fat Vegetables with Butter Sauce contain only 2 grams of fat per serving, less than half the fat of regular Birds Eye Vegetables in Butter Sauce. We've cut the cholesterol to only 5 mg. and there's only 180 mg. of sodium per serving.

There are three varieties: Low Fat Tender Sweet Corn with Butter Sauce, Low Fat Tender Sweet Peas with Butter Sauce, and Low Fat Broccoli,

Cauliflower & Carrots with Butter Sauce. These three low fat varieties are replacing our current items in the stores.

Recent surveys tell us that consumers like the taste of Birds Eye Low Fat Vegetables with Butter Sauce as well as Green Giant Regular Vegetables with Butter Sauce. We're counting on the Birds Eye Low Fat Vegetables in Butter Sauce to be a big hit with consumers who want the great taste of a butter sauce, but are concerned about fat and cholesterol in their diet.

The first shipments started at the end of February to 80% of the U.S. with the remaining 20% shipping early in April.

### Utah Employees Are Back In School



Shown attending a training class in statistical process control are, from left to right, Kathy Mathes, Training Supervisor Douglas Chard, Myrna Rainford, and Penny Ochoa.

While production is slower at Utah, many employees are keeping busy going back to school. They are participating in a program developed by Utah's Training Department with the Ogden Weber Applied Technology Center. Doug Chard, Training Supervisor, saw a need and an opportunity to make the most of the slow time by putting together a program that increases motivation and improves on-the-job work skills.

*continued on back page*

### "Helpathy" Lays The Foundation For Changes At Pittsburgh

Don't try to look up *Helpathy* in your desk dictionary. You won't find it. *Helpathy* is Pittsburgh's foundation for Total Quality in the plant. It is a unique training program focused on team building, growth, and individual and group potential.

The program creator, Rod Hess of Applied Organizational Concepts,

Inc., defines *Helpathy* as "a spirit that exists among individuals embodying trust, understanding, and cooperation to encourage individual and collective development and the use of human potential."

The word *Helpathy* itself is a combination of the words *help* (the act of assisting someone) and *empathy* (the feeling behind the action). It all sounds good, but how far have we come?

Eighty-seven employees have already participated in the introductory sessions and more are planned in the near future. The responses have been overwhelmingly positive.

The introductory sessions focused on understanding normative cultures

and ways of promoting positive norms while eliminating negative norms. A unique, fast-paced, soul-searching exercise illustrated that with a little give and take and trust, a higher level of accomplishment can be obtained by all.

The hardest part of Total Quality will be putting this training into daily practice. We have already seen some positive changes, including a new productive format and increased employee involvement in daily production meetings.

Total Quality Management is a never-ending process. This is why planned follow-up training and Pittsburgh's strong commitment to Total Quality are our keys to success.





April 9, 1998

Roderick J. Hess,  
President  
Applied Organizational Concepts, Inc.  
140 Sycamore Drive  
Pittsburgh, PA 15235

Dear Rod:

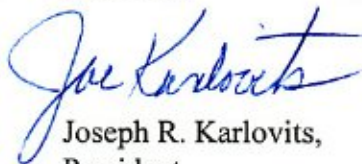
I wanted to give you some feedback on your sessions with six of my managers and supervisors that you conducted in March of 1998.

Every one of them expressed high marks for your sessions. Although they are all college graduates, most of them have not had any management training. They all indicated that the techniques that you taught will be beneficial in the day-to-day running of their departments.

After they attended your sessions, this same group attended a one-day management seminar given by Dun & Bradstreet. Several of my managers indicated that your program was far superior and covered issues that were more relevant to managing their employees.

Thank you for a job well done. I would highly recommend your services to others.

Sincerely,

  
Joseph R. Karlovits,  
President



RPS, Inc.  
P.O. Box 108  
Pittsburgh, PA 15230  
U.S.A.  
(800) 762-3725

July 31, 1998

Roderick J. Hess, President  
140 Sycamore Drive  
Pittsburgh, PA 15235

To whom it may concern,

This past January, I attended Rod Hess' **Normative Supervisory Training** program that he conducted for the managers and supervisors of our Information Technology department. The two day seminar focused on understanding the organization's "informal" culture and provided skills for conducting a formal 1-1 meeting with an employee.

The 1-1 format that Rod taught us helped us to see many subtle dynamics that occur during a supervisory 1-1 meeting with an employee that are many times, overlooked by supervisors. The key points he taught enabled us to be more confident and in control when addressing issues presented by difficult employees.

Recently, I had the opportunity to "exercise" what I had learned with one of my most difficult employees. Had I not asked the specific questions he suggested, we never would have gotten past the "symptoms" to the root of the real problem. I was able to remain focused and was able to keep the conversation productive and on track.

Rod's program stresses the focus on skills (group and individual) for managing the informal culture. It offers many simple, practical skills that can easily be applied to any work environment. I highly recommend his program for any organization seeking to improve the effectiveness of its' management or supervisory personnel.

Sincerely,

A handwritten signature in blue ink, appearing to read "Rebecca A. Clever". The signature is fluid and cursive, written over a light blue horizontal line.

Rebecca A. Clever  
Supervisor, Information Technology



Michael V. Hmel

P.O. Box 108  
Pittsburgh, PA 15230  
Tel: (412) 262-7328

May 22, 2003

To Whom it May Concern:

This is a letter of recommendation for Rod Hess and his Normative Organization Training Program.

As Vice President of I.T. at Blue Cross in 1994, I used Rod to help me develop my organization's culture. He was doing work within other areas with Blue Cross and he came highly recommended by my colleagues. His program was truly unique in that it offered an "operating system" for my directors and supervisors to use in managing their people. The practical skills he taught for working with both group and individual behavior, gave my people more confidence when dealing with conflict, and other "people" problems that arose daily. I was very pleased with the impact his program had on my team.

In 1998, I became Vice President of Information Technology at RPS, which is now FedEx Ground. Again, I brought Rod in to work with my management team with even better results. As technical individuals, my directors and supervisors needed to develop their "people skills" and their overall understanding of the dynamics in changing corporate cultures. His program gave us the missing link that complimented our own culture change initiative with the FedEx system. As part of his program, he also helped us to create a mentor program for new employees that we instituted in the Information Technology department. Today the I.T. team is strong with zero turnover of the 30 managers and less than 2% of the professionals. I.T. is looked to as leaders within the company and all of technical professionals are treated with trust and respect.

I highly recommend Rod to any organization seeking to maximize the potential of their employees and in developing a strong foundation for creating a positive corporate culture. If you have any questions, feel free to contact me.

Regards,

A handwritten signature in black ink that reads "Mike Hmel".

Michael V. Hmel  
Senior Vice President  
Information Technology & CIO  
FedEx Ground

MVH:jlh