

THE PENNSYLVANIA STATE UNIVERSITY

S-159 HENDERSON HUMAN DEVELOPMENT BUILDING
UNIVERSITY PARK, PENNSYLVANIA 16802

College of Human Development
Administration of Justice

Area Code 814
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To Whom It May Concern:

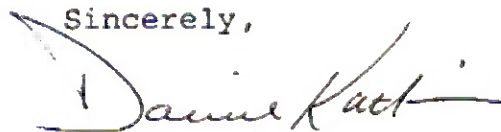
I am writing on behalf of Roderick J. Hess. I have known Mr. Hess for six years. I have had many opportunities to observe him at work and to observe the corporate climates of two organizations with which he has been associated.

Mr. Hess does well with all types of individuals. I have seen him work with youthful delinquents and also with senior-level executives. His capacity to understand the motivation and ambitions of people in diverse situations is considerable. His expertise cuts across such areas as staff recruitment and training, interpersonal communications, group dynamics, and the management of change within organizations.

Mr. Hess is a dynamic person. His energy-level is high and he is an outstanding teacher. He is also a good listener. Mr. Hess has the capacity to become involved with an organization, get people talking to him candidly, and to synthesize diverse ideas into a coherent plan for action.

I recommend him highly as a first-class administrator and consultant. I hope that this is helpful. Please feel free to contact me if I can be of further assistance.

Sincerely,



Daniel Katkin, J.D.
Professor and
Program Head

DK/mk



DUQUESNE UNIVERSITY

CANEVIN HALL • PITTSBURGH, PA • 15282-0502

SCHOOL OF EDUCATION
GRADUATE EDUCATION
TELEPHONE (412) 434-6091

March 19, 1990

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

Dear Rod:

Thank you for your willingness to present to the graduate students in 677. Management of Organizations on the topics of Helpathy and Decision Making. You were so very much appreciated by the students as I had so many favorable and unsolicited comments from them about your ideas and suggestions. The feedback I received indicated that your presentation was a direct application of theory to situations facing administrators in many different agencies today. Very helpful information! Since these students represent so many different social service agencies, schools, and counseling centers, I am delighted they were able to have you for an evening out of your busy schedule. We do appreciate your coming. Thank you for your time, your presence and your sharing.

Sincerely,

Mary Frances Grasinger, Ph.D.
Professor of Education

P.S. I told Pat Boyle (Director of Student Development) about you. He runs leadership seminars for residence life staff. He is directly under the Vice President for Student Life, Fr. Sean Hogan.



"Where the Future is Present"

Holy Spirit School
100 Howard Street
Pittsburgh, PA 15209
821-4805

September 16, 1997

To Whom It May Concern,

It is my pleasure to write this testimony about Mr. Rod Hess and the unique workshop he presented to our faculty and staff on August 26, 1997.

The one day presentation helped us to understand and address issues that arise on a daily basis in our school community. It has allowed us to resolve problems in the workplace with a "common sense" approach to working with people. We have created an atmosphere of balance and stability in the workplace that allows for the growth of each individual.

As a result of Mr. Hess' workshop, he has opened up a new realm in understanding of how to set the right norm culture to create an atmosphere of balance and stability. Rod's program approach is one of simple common sense and logic. This program was extremely beneficial and rewarding. I hope to work with Rod again in the near future.

Sincerely,

Diane B. Mooney
Diane B. Mooney
Principal

COATESVILLE AREA HIGH SCHOOL CAMPUS

1445 East Lincoln Highway
Coatesville, PA 19320
610-383-3730
Fax: 610-383-3725

Richard W. Como, Principal

Senior High School

Harry Lewis, Jr., Assistant Principal
Orysia Stanko, Assistant Principal
Maureen C. Wallace, Assistant Principal

9th – 10th Grade Center

John Barr, Assistant Principal
Robert Phillips, Assistant Principal
Corey Fields, Assistant Principal

December 12, 2002

To Whom it may concern:

This past August, the Coatesville Area School District completed its third seminar on the Normative Organization, presented by Mr. Rod Hess of Applied Organizational Concepts Inc. For the senior high teachers/personnel this was part two of the program, while the middle school teachers/personnel received part one. These seminars have provided our district with a foundation for the development of a school climate that encourages cooperation and enhanced academic achievement.

The senior high teachers/personnel received Mr. Hess with great enthusiasm. All in attendance were observed as enthusiastic and focused on this dynamic training design. After, observing the positive results communicated and demonstrated by the senior high staff, the district contracted with Mr. Hess to initiate part one of the Normative Organization for the districts three middle schools and part two for the high school.

Part two of the training design focused on the development of the organizational culture model and the use of the "big picture" skills discussed in part one. We are looking forward to the continuation of future normative training plans including part two for the middle schools and part three, (working with small groups), for the high school. Next year we also have plans to provide normative training to selected student leaders for more ownership and leadership development skills for dealing with peer pressure.

The Normative Organization Program provided by Mr. Hess, seems to have given us the "missing link" that enabled us to become more aware of key strategies paramount to the successful development of a strong, positive normative system on our campus. This "normative operating system" has provided us with a more focused direction and a system of accountability for evaluating, analyzing and directing the school organization towards desired goals and objectives.

I highly recommend this program to any school in search of the "missing link" that will provide a system and skills for creating and managing your school's culture.

Sincerely,



John R. Barr
Assistant Principal



CENTRAL CATHOLIC HIGH SCHOOL

4720 Fifth Avenue

Pittsburgh, Pennsylvania 15213

(412) 621-8189

Fax: (412) 208-0555

OFFICE OF THE PRINCIPAL

February 24, 2003

To Whom It May Concern:

I am pleased to write a letter of reference on behalf of Rod Hess, president of Applied Organizational Concepts, Inc.

Rod recently presented a "Normative Leadership Training Program" for the sixty-five members of the faculty of Central Catholic High School. As a presenter, he was professional, articulate, and able to relate to faculty members on the topic of creating a more positive environment within the school.

His positive interaction with the faculty quickly gained their attention and his methodology effectively captured their interest and enhanced their participation in large group and small group discussions. Rod has the knack of being able to present concepts and issues in a non-threatening manner designed to empower the faculty to develop ownership in devising problem-solving strategies to create a better school environment.

In preparing for our program, I met with Rod to discuss effective ways to address the faculty concerning school-related issues. He was very helpful in suggesting topics and methods which could be used in our in-service program. He competently and effectively focused on these issues and presented the administration and faculty with problem-solving methods to enhance the culture of the school. Whenever a presenter can hold the attention of a group of faculty for four hours of in-service, you realize that he was effective.

Rod gives additional support through the written materials he provides to the group and his follow-up meeting with myself helped our school to develop a framework and basis to address issues in the future. I was very pleased with his program and feel that he helped the administrators and faculty to understand the use of normative leadership skills to create a more positive school climate.

I highly recommend your consideration of Rod Hess as a presenter for your organization.

Sincerely,

Bro. Richard Grzeskiewicz, FSC
Principal



PENN HILLS SCHOOL DISTRICT

Dr. Samuel A. DePaul
Superintendent
sdepau@phsd.k12.pa.us
Fax: (412) 793-7825

ADMINISTRATIVE OFFICES

309 Collins Drive
Pittsburgh, Pennsylvania 15235

Phone: (412) 793-7000

Fax: (412) 793-6402

www.phsd.k12.pa.us

Gary J. Koser
Board Secretary/Business Manager
gkoser@phsd.k12.pa.us

Dr. Tricia A. Gennari
Assistant Superintendent
pgenna@phsd.k12.pa.us

Daniel J. Matsook
Assistant Superintendent
dmatso@phsd.k12.pa.us

Theresa A. Piatek
Director of Instructional Services
tplate@phsd.k12.pa.us

May 29, 2003

To Whom It May Concern:

This letter is to express our appreciation and share our valuable learning experience that Mr. Rod Hess provided for our teachers in the Penn Hills School District. We were impressed with Mr. Hess's enthusiasm and professionalism when we first met prior to the workshop. He took a great deal of time to discuss the different options based on the needs of our district and the background of the audience. We looked forward to his presentation, "*Energize Yourself: Simple Classroom Skills for Simply Powerful Results*", on May 7, 2003.

Mr. Hess emphasized the importance of setting normative behavioral expectations for students in order to increase classroom control and management. We found he was an informative, interactive, and enthusiastic speaker who provided participants with hands-on activities. The teacher participated in the Force Field and Polsky Diamond to assess and best relate to the many personality styles in the classroom. His approach was both refreshing and friendly, as he spent a great deal of time interacting and talking with teachers. Feedback from the staff below include direct quotes taken from the evaluation forms.

"What a great class! We received so much great information and good ideas!"

"Enthusiastic, Interesting, Informative!"

"This approach provides a "win-win" solution for teachers and students."

"Rod was organized, prepared, and demonstrated a sense of humor and knew his subject well."

"Well organized, effective presentation!"

Many of the teachers suggested a follow-up session to learn more about this interesting topic. We're looking forward to working with Mr. Hess in the future and would recommend him to present for any organization.

Sincerely,

Michelle Rimbey & Stefanie Bergamasco

Michelle Rimbey & Stefanie Bergamasco
Professional Development Coordinators
Office of Professional Development



**CAREER CONNECTIONS
CHARTER HIGH SCHOOL**

*A Service of Boys & Girls Clubs
of Western Pennsylvania*

JOSEPH T. YAVORKA
*Director of Education and
Career Development*

ANTHONY P. GONNELLA
Principal

May 28, 2003

To Whom It May Concern:

I have had the pleasure of knowing Rod Hess professionally and socially for 20 years. Socially, you will never find a person more loyal to people and able to adjust their style for a variety of people. Professionally, Mr. Hess is one of the most dedicated people in his field. He has traveled around the country speaking and training people in grade schools, high schools, alternative schools and the corporate world. Rod continues to keep himself educated yearly on any new methods or research being developed in his field. I am proud to say I have been a successful teacher, coach, and principal for 20 years, and my control of my schools' discipline, my teachers' excellent management of their students, and a positive learning environment throughout all my schools', is a direct result of my association with Mr. Hess and his training in all my schools. If you have any questions, please call me at 412-826-1441 or 412-682-1816.

Sincerely,

Anthony Gonnella
Principal