



March 27, 2000

To Whom It May Concern:

My name is David Armstrong. I am the Head Football Coach and Athletic Director at Thiel College in Greenville, PA. Four years ago, I took over one of the worst football programs in the country. Thiel College football had not won a game in 2 ½ years. We had the second longest losing streak in the nation. Facilities, attitude and moral were at an all time low.

After struggling for the first couple years, I decided I needed to increase my knowledge of the dynamics of organizations and what can make an organization improve. After receiving information in the mail from Rod Hess concerning some of his books from his company, Applied Organizational Concepts Inc., I decided to order Beyond X + O's and its workbook.

After receiving the books I enjoyed reading them so much and felt that it gave me such a great new insight on how organizations work that I required each one of my athletic staff members to read the book also. I saw my team within the organizational concepts that Rod talked about. I could specifically put names to players in each one of his categories as I kept on reading his book. I did feel, however, that I did not have sufficient knowledge to totally incorporate his concepts.

This past February, my staff was chosen to speak at one of the top coach's clinics in the country, the Nike Coach of the Year Clinic in Pittsburgh. We had a 3 and 7 season, which may not seem like a lot to some people but it was the best record at Thiel since 1991. People from the clinic thought that we were doing the right things at Thiel College and that we would be able to contribute at the clinic. While at the clinic, I saw that Rod was speaking so I signed up for his talk. I can honestly say, now that I heard him speak, I truly understand everything he wrote about in his book. For me, sitting in his discussion, everything I read in the book was brought together in a concise, organized manner that I know I can utilize in the future. I was so excited by the things I heard that I asked Rod if he could come and do a clinic at Thiel College. The great thing about Rod is I told him I did not have much money but he would work with me as far as budgetary concerns because it was more important we help improve Thiel College football and our Athletic Department.

I give my highest recommendation to Rod Hess and his theories at Applied Organizational Concepts, Inc. I know that the things I learned from Rod will be instituted in my program and will certainly be a great benefit for us as we attempt to achieve our goals that people thought would never be possible. It is this kind of knowledge that keeps athletic coaches ahead of the game.

Sincerely,

A handwritten signature in dark ink, appearing to read "David A. Armstrong", written in a cursive style.

David A. Armstrong
Athletic Director
Head Football Coach



July 13, 2000

Mr. Rod Hess
424 Sixth Street
Oakmont, PA 15139

Dear Rod,

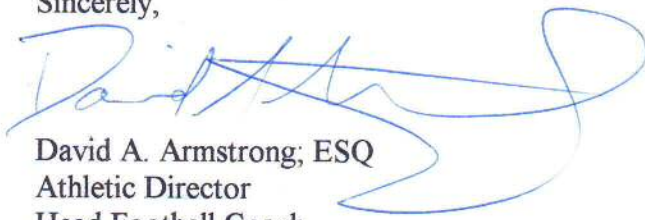
Thank you for the seminar you put on for our Athletic Staff. It was the most productive and enjoyable two days our staff had together since my arrival at Thiel. Your discussion of normative behavior both positive and negative was truly enlightening. The exercises you utilized to stress your points were the highlight of the seminar, as they brought our staff together as never before. All of the coaches were extremely positive about the experience and we look forward to the positive effect this seminar will have on our student-athletes in the fall.

After discussing with you the obstacles we have faced in the past as an institution and as staff, my fear was that the seminar was not going to be as successful as I hoped. Not only did it exceed my and the other coaches expectations, we all feel the exercises brought us closer than we have ever been before. At times people constantly point out the differences they have with colleagues rather than rally to common goals. You were able to demonstrate that we are truly on the same page and are willing to work together for the common good of the department and the college.

As a director, I witnessed attributes in coaches I did not notice before and it has already made me a better manager of my staff. As effective as it was for us I know our players will drastically improve their knowledge of what they can achieve through the information they will acquire at the student seminars in the fall. I know I am personally waiting for my football team's reaction to the ABXY exercise as I feel it will be the psychological breakthrough we need for a great year.

Thank you for a wonderful and powerful seminar. You have been great to work with and we look forward to progressing in our knowledge of group behavior to give us the edge on and off the field.

Sincerely,



David A. Armstrong, ESQ
Athletic Director
Head Football Coach



DUQUESNE UNIVERSITY

WOMEN'S BASKETBALL OFFICE • PITTSBURGH, PA • 15282

DAN DURKIN

HEAD WOMEN'S BASKETBALL COACH

TELEPHONE (412) 396-6565

FAX (412) 396-6210

March 12, 1996

To whom it may concern,

Trying to understand why teams react the way they do, or why a certain player responds to certain situations are questions we coaches ask all the time. Well, Rod Hess's book **Beyond X's + O's** is a great tool to help us get these answers and to maybe help us stop chasing the "WHY'S?".

Rod does a great job with helping coaches take a look at the individuals and how they relate to the "whole" team.

He has given me a lot of simple exercises and tasks you can use with your team to initiate them into the process of working hard at attitude and behavior and how this relates to winning in a lot of ways in life.

I highly recommend this book to anyone in the coaching field.

Dan Durkin
Head Women's Basketball Coach
Duquesne University



UNIVERSITY OF MARYLAND

Department of Intercollegiate Athletics, Cole Field House, Campus Drive
P.O. Box 295, College Park, MD 20741-0295

Tom Bradley
Head Baseball Coach

301-314-7122

June 13, 1996

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

Dear Mr. Hess,

I wanted to let you know how impressed I am with *Beyond X's & O's: A Coach's Guide For Managing Player Attitudes & Attitudes On the Team*.

I was given the book as a Valentines Day gift from my girlfriend, Erin Popovich a former Duquesne basketball player from 91-94.

Your book was a quick read that introduced highly effective concepts in an entertaining and easily understood manner.

My understanding of the player-coach relationship matured as I used your book as a reference point when dealing with our players this past season.

Congratulations on a quality piece of work! Please feel free to contact me, (301) 314-5904, should I be of any help to you in the future.

Sincerely,

Don S. Fontana
Asst. Baseball Coach
Univ. of Maryland,
Duquesne Class of '93



2 Championship Dr.
Auburn Hills, MI 48326

Tel: (248) 377-0100

February 17, 1999

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

To whom it may concern;

Winning in sports is far more than putting best talent and best athletes together. More than anything else it is about team chemistry and understanding of each other's role and value, as well as respect. My dear friend Rod Hess has written the book that clearly serves as a guideline to anyone in the coaching field and help tremendously in establishing the winning attitude.

Throughout my basketball career I have seen many examples of how even superior teams fold down because they do not have established norms and culture. Along the same lines, all the great teams that I observed have that culture firmly installed and celebrated. Rod Hess gives clear and to the point outlines on how to achieve such a culture. It helped me enormously even as a player to understand the "big picture" and start acting in a way that will create the atmosphere of winning and sportsmanship.

I highly recommend this book to anyone, not just coaches or managers of sports teams. The sport is parallel of life, and the same values extend in workplace, family and peoples relationships in general. Following this book, you will definitely get a sense for what truly makes a winner.

Sincerely,

Korie Hlede

A handwritten signature in black ink that reads "Korie Hlede". The signature is written in a cursive, flowing style.



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MARCH 1-2, 2008**



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1963-2008 ALL-TIME SPEAKERS ROSTER

1994

Gene Stallings, Alabama • Jerry Dinardo, Vanderbilt • Dennis Erickson, Miami • Dave Wannstedt, Chicago Bears (NFL) • Gene Hitchcock, Westminster College (PA) • Jim Tressell, Youngstown State (OH) • Steve Durkay, West Virginia • Bill Kraljovich, West Virginia • Joe Moore, Notre Dame • Skip Holtz, Connecticut • Tom McWhorter, Wisconsin • Jay Norvell, Wisconsin • Paul Connor, Marietta HS (GA) • Jerry Slemmon, Wilson HS (PA) • John Yacina, Penn-Trafford (PA) • Dick Whitman, DuPont HS (WV) • Jack McCurry, North Hills HS (PA) • Dan Radakovich, Robert Morris College (PA) • Chuck McKinney, Upper St. Clair HS (PA) • Pat Morris, Duquesne HS (PA) • Frank Swarden, McCaffrey HS (PA) • Terry George, West Allegheny HS (PA)

1995

Lovell Edwards, Brigham Young • Frank Beamer, Virginia Tech • Sonny Lubick, Colorado State • Dan Donato, Maryland • Dan Radakovich, Robert Morris College (PA) • Ken Kautcher, Pitt • Steve Bird, Pitt • Fran Gantzer, Penn State • Kerry Jackson, Penn State • Denny Marcin, Illinois • Chris Costi, Illinois • Rig Scherer, University of Memphis • John Luckhardt, Washington & Jefferson College (PA) • George Novak, Woodland Hills HS (PA) • Reno Sacoccia, Steubenville HS (OH) • James Morgans, Aletown HS (PA) • Gary Cathell, Peters Twp. HS (PA) • Paul "Red" Uram, NFL • Greg Gattuso, Duquesne University (PA) • Chuck Klausung, The Kiski School (PA) • Ron Buttszewski, Shaler HS (PA) • Rich Niedbala, Western Beaver HS (PA) • John Bairbridge, Greater Latrobe HS (PA)

1996

Joe Paterno, Penn State • John Robinson, Southern California • Lou Tesser, Illinois • George Welsh, Rick Lantz, Virginia • Tom Bradley, Penn State • Candace Calhoun, Attorney • Gerry Gallagher, William Patterson College (NJ) • Frank Cignetti, Dave Johnson, Indiana PA • Angelo Lovato, Potomac St. (WV) • Geno DeMarco, Geneva College (PA) • Wade Luca, Cushington HS (OH) • Dan Baranki, Waynesburg College (PA) • Dick Pierce, Kicking Consultant (WV) • Larry Blechot, Houston Oilers (NFL) • Greg Botta, Franklin Regional HS (PA) • Terry Henry, Seneca Valley HS (PA) • Mike Williams, Manheim Central HS (PA) • Roger Jefferson, Capital Hill (WV) • George Curry, Benwick HS (PA) • Neil Gordon, Penn Hills HS (PA) • Ron Rudler, McDowell HS (PA) • Art Taggeser, Jeannette HS (PA) • Lou Falconi, Farrell HS (PA) • Tom Henderson, Burnell HS (PA) • Chuck Sporski, Bishop Carroll HS (PA)

1997

Bobby Bowden, Florida State • Dick Tomay, Arizona • Jim Herrmann, Michigan • Brad Scott, South Carolina • Walt Harris, Pitt • Joe Sarra, Penn State • Bobby April, New Orleans Saints (NFL) • Steve Watterson, Houston Oilers (NFL) • Tim Nunez, Marshall Univ. (WV) • Ron Crook, Clinton Univ. (PA) • Mike Kolakowski, California U. (PA) • Mike Linsky, John Marshall HS (WV) • Mike Gravier, Malone College (OH) • Joe Hamilton, Blackhawk HS (PA) • Joe Nauchick, Fox Chapel HS (PA) • John Franco, Iyaware HS (PA) • Dick Dimmuco, Albion HS (NY) • John Bart, Downingtown HS (PA) • Jim Renkin, N. Allegheny HS (PA) • Bob Babish, Fayette HS (PA) • Bryan Dale, Dublin Scioto HS (OH) • Scott Henauer, Mars HS (PA) • Bill Yost, Canyon St. HS (PA) • Pat Tarquinio, Beaver HS (PA)

1998

John Cooper, Ohio State • Paul Pasquaroni, Syracuse • Glen Mason, Minnesota • Mickey Andrews, Florida State • Steve Moonlightan, Tom Freeman, Pittsburgh • Warren Ruggiero, Glenville State (WV) • Chuck Klausung, Kiski School (PA) • Glenn McDougall, South Side HS (PA) • Chris Smith, Bill Jordan, Tom Timmer, Grove City College (PA) • Buddy Morris, Pittsburgh • Art Bernardi, Butler HS (PA) • Jay Foster, Slippery Rock U. (PA) • Chuck McKinney, Upper St. Clair HS (PA) • Mike Calhoun, Fort Hill HS (MD) • Tom Loughran, South Park HS (PA) • Chris Haering, Mt. Lebanon HS (PA) • Robert Palco, W. Allegheny HS (PA) • Jerry Butt, Defiance HS (OH) • Gus Cantanese, Perry HS (PA) • Ed Dalton, Altoona Area HS (PA) • Dave Lanning, Fairport HS (NY) • Gerry White, N. Marion HS (PA) • Don Saunders, Carleton HS (PA) • Art Walker, Jaque DeMatteo, John Vaughn, Shady Side Academy (PA) • Ron Zock, Pittsburgh Steeles (NFL) • John Matsko, New York Giants (NFL) • "Foge" Fazio, Minnesota Vikings (NFL)

1999

Joe Paterno, Penn State • Steve Spurrier, Florida • Bruce Snyder, Arizona State • Larry Kivrey, Mt. Union College (OH) • Larry Johnson, Penn State • Jay Hayes, Wisconsin • Dave McDermott, W. Virginia • Mike Archer, Pittsburgh Steeles (NFL) • Jim McNally, NY Giants (NFL) • Fred Paag, Ohio State • Cvet Fulman, Pittsburgh Steeles (NFL) • Greg Gattuso, Duquesne Univ. (PA) • Steve Campos, Bethany College (WV) • Chuck McKinney, Upper St. Clair HS (PA) • Chuck Klausung, The Kiski School (PA) • Jake Cappa, Riverview HS (PA) • Robert Orsini, Akron Hudson HS (OH) • Mike Foster, Canadagay Academy (NY) • Robert Burdette, Nitro HS (WV) • Gary Hodiakovic, Canton McKeesport HS (OH) • George Champa, Central Dauphin HS (PA) • Dan Matsook, Rochester Area HS (PA) • Dave "Wholey" Williams, Mt. Carmel Area HS (PA) • Frank Rocco, Shaler Area HS (PA) • Ray White, Valley HS (PA) • Tunch Ilkin, Upper St. Clair Youth (PA) • Dave Fiorentino, Blackhawk HS (PA)

2000

Jim Donovan, Georgia • Hal Mumme, Kentucky • Jackie Sherrill, Miss. State • Dick Jaaron, Chicago Bears (NFL) • George Mihalik, Slippery Rock Univ. (PA) • George Delaney, Syracuse • Jack Herrig, Detroit Lions (NFL) • Jerry Sandjacks, John Thomas, Penn State • Dave Armstrong, Frank Amato, Thiel College (PA) • John Baraszk, Mike Sirianni, Washington & Jefferson College (PA) • Tom Herrion, Mercyhurst College (PA) • Rod Hess, Applied Organizational Concepts, Inc. • Mike Perrino, Jr., North Penn HS (PA) • Marshall Burdette, Parkersburg HS (WV) • Mike Mischler, Erie Cathedral Prep (PA) • Chuck Kyle, Cleveland St. • Ignatius HS (OH) • Cyle Feidman, Ravenna HS (OH) • Bob Palco, W. Allegheny HS (PA) • Tony Bianchi, Webster HS (NY) • Mark Lyons, Monaca HS (PA) • George Smith, McKeesport HS (PA) • Mark Farabee, Butler HS (PA) • Mike Silanoff, Dexter-Halston, Baldwin HS (NY) • Bill Cherpack, Jerry Olsovyk, Thomas Jefferson HS (PA) • Mike Skinner, Grafton HS (WV) • Bob Magnerio, Seneca Valley Middle School (PA) • Dannie Henderson, Baltimore Ravens (NFL) • Larry Coyce, Pittsburgh

2001

Meck Brown, Texas • Tommy Bowden, Clemson • Mike Stoops, Oklahoma • Wily Robinson, Pittsburgh Steeles (NFL) • Frank Cignetti, Jr., New Orleans Saints (NFL) • Chuck Pagano, Miami (FL) • Skip Holtz, South Carolina • Paul Rhoads, Pittsburgh • Allan Johnson, West Virginia • Jerry Schmitt, Westminster College (PA) • Matt Rauch, Robert Morris College (PA) • Dr. Mark Lovell and Dr. Michael Collins, UPMC Health System • Chuck Klausung, The Kiski School (PA) • Jack McCurry, North Hills HS (PA) • Jim Wildman, Sharon HS (PA) • Chris Hanning, Mt. Lebanon HS (PA) • Glen McVeen, Morgantown HS (PA) • Alan Fiddler, Marshall Univ. (WV) • Ray Briszo, West Mifflin Area HS (PA) • John Barton, Holidayburg HS (PA) • Wally Hudron, Jamestown HS (NY) • Richard Sznica, Parklane HS (PA) • Jim Von, Ursuline HS (OH) • Joe Iatess, Seneca Valley Football Assn. (PA) • El Viskich, Penn Trafford HS (PA) • Pat Carey, North Hills HS (PA) • Jim Rander, Upper St. Clair HS (PA) • Blair Hrovat, Allegheny College (PA) • Joe Rudolph, Belle Vernon Area HS (PA)

have been the Cardinal Conference Champions seven out of the last eight years since joining, including the last five in a row. During Coach Harmon's time at Wayne, the Pioneers have had regular season winning streaks of 28 and 25 games, including one stretch of 34 straight road victories. His tenure has included five undefeated regular seasons in 2000, 2001, 2004, 2005 and 2007. The Wayne football program has averaged ten wins per year over the last ten years. Coach Harmon was an assistant on the South All Star coaching staff in 2002, and Head Coach for the South in the summer of 2005. He was named the 2004 WV High School Coach of the Year by the Huntington Elks Lodge and the Athletic Coaches Association WV Football Coach of the Year in 2005. Coach Harmon's overall coaching record is 102-32.

Rod Hess

Sports Behavioral Consultant



Rod Hess has been a Behavioral Consultant for over 34 years. In 1975, he was part of a management team that turned around the culture of the Glen Mills Schools, a residential school for delinquent youth near Philadelphia, PA. As the Director of Training and Receiver Coach, he and his colleagues applied the powerful behavioral principles to build a disciplined, winning athletic culture that still continues today. In 1981, the only year for the schools' College Prep Team, a squad of 17 prep students and 15 "delinquents" finished the season at 6-1-1, defeating Penn State's JV 18-0 at State College.

As President of Applied Organizational Concepts, he has taught his program nationally to organizations in the fields of business, education, human services and team sports. His book, *Normative Leadership: Powerful Skills for Creating Your Path* outlines a simple, "how to" management system that can help you build your team's chemistry, address behavioral issues and win games.

Hess was a wide receiver for Duquesne and played on the University's undefeated 1973 Club Football National Championship Team. He was inducted into Duquesne's Sports Hall of Fame in 1988. Hess has a BA in Sociology (Duquesne) and a Master of Social Work. (Pitt)

Chuck Klausung

College Football Hall of Fame



Inducted into the College Football Hall of Fame in 1998, Chuck Klausung was head coach six years, 1964-69, at Indiana University of Pennsylvania. His record was 47-10, and his 1968 team was in a post-season game, losing to Delaware 31-24 in the Boardwalk Bowl, played in Convention Hall in Atlantic City. He was head coach 10 years, 1976-85, at Carnegie Mellon. His teams won six conference championships and made the NCAA Division III playoffs four times. The 1979 team won the Lambert Trophy, given to the best small college team in the East. His record there was 77-15-2. In these combined totals for 16 years as a college head coach, Klausung was 124-25-2, a percentage of .828. He was head coach at the high school and prep school level in Pennsylvania for 19 years. This covered stints at Pitcairn 1948-53, Braddock 1954-59, and Kiski Prep 1987-93. His Braddock teams had a 6-year record of 53-0-1 and were featured in Sports Illustrated. For 11 years he was an assistant coach at the college level — Rutgers 1960, Army 1961-63, West Virginia 1970-75, and Pittsburgh 1986. Klausung was named to eight Halls of Fame and wrote a book, *Never Lost a Game; Time Just Ran Out*.

Ryan Matsook

Head Coach, Beaver Falls High School



Ryan started his coaching career in 2000 under Gene Matsook at Rochester High School. As a Running Backs and Defensive Backs coach, Ryan helped the Rams capture the 2000 WPIAL and PIAA Class A title. From 2001 until 2005, Ryan took over as Offensive coordinator. During this time,

Rochester won three WPIAL Class A Titles and a State Championship.

In 2006, Ryan took over as Head Coach at Beaver Falls High School. Ryan's overall record is 16-6. This past year, the Beaver Falls Tigers were tri-champions of the MAC conference and they were Class AA WPIAL runner-ups. Ryan was named the MAC conference coach of the year for 2007.

Ryan Matsook is a 1995 graduate of Rochester High School, where he was a two-year starter at Quarterback for his father Dan Matsook. Upon graduation, Ryan played under Coach Greg Gattuso at Duquesne University before transferring to Youngstown State University. In 2000, he received his bachelor's degree in Elementary Education from YSU.

Bernie McQuown

Defensive Ends/Rush Linebackers Coach, Indiana University of Pennsylvania



Bernie McQuown joined the IUP coaching staff in 1987 after establishing a reputation as one of the most successful and highly respected high school coaches in Pennsylvania.

McQuown began his high school coaching career as an assistant at Punxsutawney before embarking on a 28-year run as a head coach on the prep level. He spent three seasons at East Brady (1959-61) followed by four at Kane (1962-65), where he posted a record of 27-6-1. But it was his 21-year stint as head coach at Indiana High School that earned him the most accolades.

McQuown was at the helm of the Indiana program from 1966-86, compiling 133 wins against just 56 losses and nine ties. During his final five seasons with the Indians, his teams were 40-10-2. McQuown led two undefeated seasons (1976 and 1985), won three CENPAC championships and three Western Conference titles. He coached the Big 33 team in 1979 and was named the Pennsylvania Class AAAA Coach of the Year in 1980.

Bob Mihalik

Head Coach, Aurora High School (OH)



Bob Mihalik has transformed the Greenmen Football Team into one of the top programs in Northeast Ohio. Mihalik led the Greenmen to three straight 9-1 seasons, three straight state playoff berths and three straight Chagrin Valley Conference Championships. His overall record the past three years is 31-6 including playoff games Mihalik led the Greenmen to their best season in school history in 2006 when Aurora finished 12-2 overall winning the Chagrin Valley Conference, the Region 9 Championship and reaching the State Final Four in Division 3. He was chosen to coach in the 50th anniversary of the Big 33 All-star game last summer as an assistant coach for Ohio. Mihalik's overall record is 49-29 in seven years at Aurora. Over the past three years Mihalik has been the Chagrin Valley Conference Coach of the Year, OHSFCA Region 6 Coach of the Year and the OHSAA Region 6 Ethics, Integrity and Sportsmanship Coach of the Year.

Tim Moncman

Head Coach, Bethlehem Liberty HS (PA)



In his eight years as the Head Coach at Liberty High School, Coach Tim Moncman has raked up an impressive 67 wins and 30 losses for a 69% winning record. In addition his teams have made two state final championship appearances, won two District 11 titles and two Lehigh Valley Conference Championships. Moncman also coached at Southern Lehigh High School for two years where his teams won 12 games and lost 8. Prior to his stint at Southern Lehigh, Moncman was the defensive coordinator for three years at Moravian College, a linebacker coach at Lehigh University for 2 years and Defensive Line Coach at University of Albany for two years.