



The Finest in Wrought Iron

August 22, 1994

To Whom It May Concern:

This is to inform you that O.W. Lee Company has used the services of Larry Bangs, of Bangs and Associates, as a business coach/consultant since May of 1994.

We are a third generation family owned and operated business. Currently, my husband, myself, our son, and our son-in-law make up the management team. In the past we have had our share of problems in separating personal feelings and family activities from the operation of the business.

Both my husband, Bob, and myself had grown up in family businesses, and both of us had vowed that we would do our best to avoid the father/son and other family conflicts we both had witnessed and experienced as we had grown up and worked with our own parents. But we all know what is paved with good intentions, and even though we were aware of the problems, somehow we seemed unable to use effective communication techniques to avoid the arguments and hurt feelings which so often accompany working with your family.

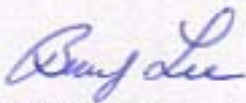
In working with Larry, we have been able to identify many of the areas of conflict, outline areas of responsibility and accountability, and separate ourselves from the business so that family gatherings don't just become an extension of the business, and we can enjoy each other on a personal basis.

Larry has also been able to help us to outline goals and priorities, and to work together to accomplish the agreed upon goals. We do most of our consultation with twice-a-month management team group phone call where we discuss what our goals are for the next month, what is the progress on reaching these goals, and whether or not they need to be modified. We also individually consult Larry when we need some help with a problem in our own area of responsibility, and the results have been extremely helpful.

At this point we feel that our relationship with Bangs and Co., has been well worth the money spent, (and the money spent has been very reasonable.) Our company is showing a healthy profit, the frustration levels of each of us have decreased significantly, and we all seem to be enjoying a personal family relationship which is increasingly rewarding.

I highly recommend Larry Bangs , and would be happy to speak personally to anyone about the services he has performed for us.

Sincerely,  
O.W. LEE CO., INC.

A handwritten signature in blue ink, appearing to read "Beverly Lee". The signature is written in a cursive style with a large initial "B".

Beverly Lee