



October 22, 1999

To whom it may concern:

Re: Results Centred Leadership/ The Delfi Group Inc.

The management team of Pemco Steel Sales Ltd. has just completed the Results Centred Leadership (RCL) training program offered by The Delfi Group. The concepts we learned as part of this training are very sound, contemporary management and leadership concepts. The power of the program, and what differentiates it from any other leadership training we have been exposed to, is the focus on actually changing and improving leadership behaviours. We are not only more knowledgeable leaders than we were before taking RCL, more importantly, we are better leaders, applying our knowledge much more skillfully.

Recently my management team discussed why RCL is so powerful in contributing to our effectiveness. Some of their comments include:

- It taught us how to coach for success instead of police for failure
- We now focus on top pay-off activities – not merely the urgent
- Developing structured, regular one-on-one interviews with all employees has changed the way the company is managed – in a significantly positive way
- Understanding how to build that most crucial workplace element, trust, has been very important
- SMART goal-setting has changed the way we do things
- Learning the principles and techniques of empathic listening improves the communications between leaders and other employees
- Personal weekly and daily planning has reached a new plateau
- The increased awareness of the need for balance between personal and work life has been a major benefit
- Understanding and applying the principles of delegation has allowed us to really become leaders
- We now understand people better and are more successful at motivating them, communicating with them and handling performance issues
- The focus on keeping the end in mind instead of being caught up with the “busyness” of activities has been very powerful

PEMCO STEEL SALES LIMITED

327 Julien Street, Box 876, Pembroke, Ontario K8A 7M5 Phone 613 732 3685 Toll Free 1 800 267 0618 Fax 613 732 4749

To whom it may concern: re RCL

Page 2

October 22, 1999

On a personal note, I thoroughly enjoyed the program and benefited immensely. I lead a team that manages differently now. We are more effective and more relaxed, confident that we have the skills to lead our company to new heights. About half way through the program we started to measure time in "before RCL" and "since RCL" terms. It has truly been a milestone in our journey to being the best managed company we can possibly be.

I am pleased to recommend Results Centred Leadership, The Delfi Group and Dave Fisher to any company that wants to increase their leadership effectiveness.

Yours truly

A handwritten signature in cursive script, appearing to read "Jeff Eisen".

Jeff Eisen
President and
Chief Executive Officer