

Lane Franklin Liston  
MG 6153  
Best Self Portrait Assignment 3

When I am at my best, I tend to be alone yet involved in a challenging community. This may sound a little oxymoronic, however if I delve deep into the feedback and associations propagated there is a pattern found. I try not to wallow in the past and do not hold grudges. If something breaks, I look for solution not associated blame. I am genuinely interested in my relationships and personal associations. Whether in the virtual world or in reality, word is bond and occasionally I upset people using terms that are construed as blunt. Once in middle school an English teacher called my parents the first day of class because she did not like the way I looked...this has been the case throughout my life and while I am passionate about what I do and may be aggressive in the first person, I can't lose my physical attributes easily nor would I want to.

I tend to be creative in both my thinking and rhetoric which means I tend to find my own path in life, which makes me happy and at the end of the day; happiness is very important. My support structure is there for me as much as I am for them; however some of my best times have been alone, in the woods, camping. I find it to be rewarding to speak my thoughts and deal with the aftermath, rather than not speak at all. I surround myself with complex issues, work, school or group related and this keeps me busy. Being the "point man" or "go-to-guy" or even the "fall guy" has been important to my best self. Failing is not a problem, making a habit of it is. Which means my action plans needs to consist of future education, the MBA will be a nice addition to the wall of degrees at my parent's house and as long as Uncle Sam will continue to loan me funds to learn, I see myself furthering education...PhD or J.D? Education is not synonymous with intelligence, yet it provides me a personally rewarding escape from "work" and "The Silver Bullet."

I force people to take action, yet am not a "user." In helping others, I offer all the resources I have (or attainable), friends, family, home, women, wine or song; this allows for a message of sincerity and provides aspects of transformation. Transformation is a daily occurrence and will continue to be as my reflected best self is constantly changing. I will continue to surround my self with individuals that offer solace and challenge me the same. I need to actively pursue a mentor which I now know may not be specific to work or industry. I will continue to hone my communication skills and attempt to not be so closed minded when it comes to daily verbiage. I should always enjoy the company I keep, knowing I have all of retirement to live in the woods with a dog.

Hi Lane,

thanks for your reply.

Re. truth, while I understand your relativist definition of truth, my question was very specific.

You wrote "However in the received feedback, I came to realize that sometime the truth hurts, and while it may be better to not speak too frankly in the future." While I understand that the feedback might have led you to such a realization, I am just suggesting that this is not the place to mention it in this RBS portrait as it is supposed to highlight only your strengths, the when and how you are at your best. In general while the characteristics you highlight seem to be characteristics that describe you at your best, your portrait is descriptive and do not suggest the situations when you seem to have been at your best. For example, from the stories you sent me, I had found several important dimensions that don't all appear in your portrait:

1. Your ability to create a support structure / context so that things seem seamless although you put a lot of effort in it (
2. Your attention to people and their life seems key
3. Problem solving - esp. in time of emergency and stress - and this problem solving includes analytical precision, hard work and will.
4. Speaking honestly and frankly also seems to emerge as an important element of your "being at your best".

I guess most of these themes are in your RBS portrait except your problem solving ability which appears in times of crisis. Yet, it is true that the feedback you got highlight how you are at your best in everyday mundane situations.

By "analysis" I meant the process by which you selected the themes you have in your portrait. I think in the RBS booklet they suggest having a table with the dimensions and

examples illustrating the dimensions. I was just curious to see how you defined the different dimensions.

I know this is not an easy exercise but I think it is a useful and enriching one - esp. when it comes to go from awareness to thinking of changing attitudes and behaviors (implementation plan that you will have to do for the last class).

Best,

al

The following lists a number of reasons, I believe, that Lane contributes value to an enterprise or an effort.

First of all, intelligence. There's a knowledge of what the business entails backed by a common sense in how to use that understanding.

The second reason is approachability. A person with knowledge cannot be effective in a team effort if he's not approachable.

Add to that Lane's communication skills. There's a real gift that Lane possesses for a business to progress; his desire to help and ability to communicate his ideas are the foundation for his approachability.

Finally, he's motivated. It's nice to fuel intelligence and character wit desire.

I should not have used the word, finally. They're the 4 immediate reasons that come to mind. There can be no "finally".

Lane,

When I received the email from you requesting that I write a letter providing three stories illustrating how you add value and make a contribution, it did not take very long to come up with examples.

I have always found that you are very aware of what is occurring in the lives of the people around you and generously apply your time and resources to help them achieve their goals. When my business partner and I first opened our private investigations company, we did not have any startup capital and very little equipment necessary to conduct surveillances and investigations. You gave me your personal camera, so that I would be able to start conducting surveillances and you helped set up a system so that I could capture the video, edit and transfer it to DVD. Your assistance enabled my partner and me to provide a quality product to our clients, which helped us to build our reputation in a very competitive environment.

Another way that you make a contribution is that you have an ability to disarm difficult individuals and make them feel good about helping and cooperating. A few years ago we all decided to take one of our friends out to dinner and drinks for his birthday. We went to a famous pub in New York City. The pub is also famous for being nasty to the customers and throwing people out when they linger at the tables. Since we were overstaying our welcome, the waiters were ready for us to leave. After you pulled one of the waiters aside and spoke to him privately for a few minutes, we were given the green light to stay as long as we desired and were treated like welcome guests the rest of the evening.

I think that you also make a contribution by planning ahead and solving problems that others might not foresee. A few years ago, several of us went on a weekend trip to Chicago, so that we could see both a Cubs and Sox game. Most of those in the group are pretty wrapped up in our own lives and showed up contributing nothing but our presence and money for the tickets. We were large group and I had not even considered the logistics and costs of ground transportation for a group this large. It was a great surprise for everyone to find that we had two stretch limousines waiting for us at the airport. Through your ingenuity and people skills, you were able to arrange transportation for the entire group at practically no cost.

One of the ways you add value and make important contributions your commitment to your friends regardless of the circumstances. One example of this I recall was our annual baseball trip. Every year, a group of friends from our local pub take a trip to a city we've never visited to watch a baseball game in that home city's ballpark. This particular year took us to your home town of Pittsburgh. This happened to fall on the same weekend of one of your best friends' wedding, in which you were a participant. You had so much to plan and arrange vis-a-vis the wedding, yet despite this, found a way to organize activities and services for us, your friends. After the wedding (and the ball game) you showed up with a van capable of accommodating all of us and proceeded to drive us from the park to the evening's various activities. As if that weren't enough, the following morning you took us all from the hotel to your parents' house. There we were greeted warmly by your parents and treated to a home-cooked outdoor barbecue which lasted the afternoon until it was time for us to go to the airport. And you even drove us all there! This was a time when everyone would have understood you saying, "Sorry guys, I've just got too much to do this weekend. You're on your own." Yet you were determined to be true to your friends.

Another example of how you add value is your pride in your achievements as well as your modesty in them. I recall when we first met. I am almost twice your age yet we found common interests to discuss. Perhaps a year later you recognized a Boy Scout emblem I had worn one day and commented on it. I happen to be an Eagle Scout, and accomplishment of which I am very proud. Yet, with the generation gap I usually experience, scouting is rarely mentioned. You immediately brought up this emblem and told me you were an Eagle Scout too, without a trace of embarrassment (common in my day when it wasn't "cool" to be a Scout). You never fail to mention to anyone new we meet that we are both Eagle Scouts.

Later I learned you had just earned yet another post graduate degree. We all

threw a party for you. Even knowing you for several years I wasn't aware of this achievement as you never bragged about or complained about all the studying and hard work you were doing. Further education and self betterment are very important to you yet you never laud them over anyone. That, in my opinion, is a very important contribution to society at large.

1. One of the ways that you add value and make important contributions is:

I once gave Laner a ride to Philadelphia from New York. Laner does not own a car but carries his own EZPASS and brings it with him when he is a passenger. He used the EZPASS to pay for all of the tolls. When you are hitching a ride with someone, bringing your own EZPASS to pay for tolls is pretty much the most awesome thing you can do. It is a great gesture and a very clever way of demonstrating your appreciation.

2. One of the ways that you add value and make important contributions is:

When I was having a difficult time Laner was there to grab a few beers with me. Laner is one of those guys that will always answer the phone when you need him to. Enough said there.

3. One of the ways that you add value and make important contributions is:

I did something really stupid and really awesome 2 summers ago. I tried to get High Warlord in World of Warcraft (an achievement in an online multiplayer game). It took about 100x longer than I thought it and towards the would and required seemingly endless playing from when I got home until early the next morning. Not only that, but you need maintain a reliable team of at least 5 players to pull it off. When it would get late, people would start logging off and the team would get thin, but that is also the time Laner would just be logging on. You could always count on him signing on late when you needed him.

If you don't believe this or any of my stories then you can read it for yourself in the Book of Laner. Learn it, bitches.

first of all, i have to reframe the question a bit, because i don't think of your greatness is situational, i think that it's deeper than that...the ways that you add value are more about who you are and what you bring to any situation you're in, versus what situations inspire or require...so having said that, here are my thoughts on you at your best:

you are humble with your intelligence: let's face it, you're a genius...which is exceptional and rare, though it's never been something that you've lorded over anyone. you see the world differently than most, but in spite of that, you're capable of relating to people at

various levels. and you are totally unique in your ability to quietly inspire without alienating people. it's a rare quality, so i thought it was worth noting.

you are discriminating in your choices: you live your life with a level of integrity that is obvious without being overwhelming. you evaluate people carefully and only let in those who are worthy. but for you, worth is about genuineness and loyalty and depth of character. this connects you to people from all walks of life, in a way that is lasting. those of us that make it in know this, and value it immensely.

you are honest in your opinions: you pull no punches with people, and at your best you give honest opinions and observations in a way that people will listen and appreciate. and this isn't by design, because it's not necessarily a conscious thing, it's simply who you are. and it means that your opinion matters and it means that your opinion is respected. it may not be popular all the time, but it comes from such a depth of integrity that it's always valued.

you are generous with your friendship: this isn't friendship based on blind loyalty--your friendship is reserved for those who have earned it. you give as much respect as you expect (perhaps more) and you are a good and generous friend. your loyalty transcends time and place...because it is deep and it is genuine.

okay...i hope this is remotely helpful...and if not helpful then a little bit inspiring.

i'm proud to know you, laner...i hope you're well (and happy)

1) Lane Liston and I once went to Pittsburgh as part of a large group. Lane coordinated all ground transportation in and about the city for an extended weekend. Just getting us around Pittsburg was a heck of a job, but he also made sure we had an authentic experience with local flavor, including the local flavor of Primanti Brothers sandwiches!

2) Lane Liston is a man of unique and distinguished sartorial excellence. He enhances any social event with his mere presence and savoir faire. If you need a fashion consultant, and you don't want to be on Bravo channel, Lane can help you out.

3) Lane is unfailingly helpful to his friends and associates. Whether it's answering your questions about computer networks or just giving you his ear and time when you need a friend, Lane makes others' lives better.

Our senior year of high school, Lane was president of our class and I was president of the student council. We had many responsibilities with our titles, but one of the first things we had to do was rally the senior class and prepare for our class activities for the year. This is usually a lame excuse to get out of class and the student body generally uses it as an opportunity to take a smoke break, talk to their friends or cut altogether and head out for breakfast. Lane organized an event in the auditorium of our school that was designed to bring the many different groups of people together with one common goal, to graduate and enjoy our senior year. Our school was very diverse, both

racially and socioeconomically so finding common ground was something that previous class presidents had difficulty doing. Lane had set out to create a meeting that would appeal to everyone. It began in dramatic fashion, a popular hip hop song filled the room as Lane descended down from the rafters to the stage carrying a sign that said "class of 1999". From here, he simply stated, "welcome to the class of 1999". Everyone at that moment felt a sense of belonging and unity and erupted with cheers.

At this point it is necessary to give more background to Lane Liston. Lane was someone that everyone knew and respected. It was not the cheap cliché popularity contest that you see in Hollywood films, Lane had literally forged a relationship with our entire class and he did so by identifying with and befriending so many in our community. Lane grew up in a part of town where we would play in the back yard and often hear gun shots. It was just a part of daily life. When you live in a community like this you get to know your neighbors quite well, for both safety and for friendship. As a result Lane developed this sense of community protection, the sort of "I have your back if you have mine" mentality.

Lane was also quite athletic. Unfortunately, Lane's knees were not. Lane could have participated in any sport he wanted to, but his knees always held him back. Lane not being one to give up, often times remained part of the teams he had tried out for. The character and perseverance that Lane displayed were fundamentals in our athletic programs and were easily embraced by all that came to know him on the athletic pitch. Lane graduated with 3 varsity letters, though he never played one game or match, a true testament to his dedication and fellowship with the members of the track, soccer and cross country teams. The friends he made while being a part of the teams were just another way in which lane became such an integral part of our community.

In addition to being a good friend and teammate, Lane was also an exemplary student. Lane was the only sophomore in AP Calculus, and Lane was the only junior in AP Calculus II. Lane was not only in these classes, but he found circle with the older academically elite. He managed to find placement in the most advanced classes we had and rubbed elbows with the brightest our school could offer, and he was treated as equal by teachers and classmates alike, managing add meaningful membership to this group. During his senior year, Lane had even managed to become employed by Texas instruments, as you know a multi billion dollar Technological company that just happened to have a branch in our home town. Lane was the only employee in that office without an advanced degree, and yet, even there Lane managed to find acceptance. I remember a story Lane told me about his boss and how he had become good friends with him because he introduced him to online stock trading, and how the guy had become addicted to it. Lane said that nobody ever gave the scrawny high school student a hard time, simply because they could not do it and not make themselves look bad.

Returning to the assembly our senior year, Lane had prepared several short succinct statements. He discussed how he felt honored to be the class president and that as a group we were one of the finest graduating classes in Penn Hills history. He went on to talk about the many academic and athletic success stories we shared as a class, but also stressed how close we had all become through the many life changing experiences we had shared together. He explained that it would be well worth the hard work and headaches ahead, but that it would also be one of the most enjoyable years of our lives. From the moment Lane had descended out of the rafters onto the stage, to the final

Jay Z song, the meeting was a complete success. After the meeting, the principal and teacher advisors were impressed to say the least, saying this was the most effective and memorable senior class meeting they have ever seen. They had said that never before had someone not only maintained the attention of all 450 students, but also delivered a message that everyone was able to take home with them. Lane Liston put on display his leadership and communication skills, and walked away with the respect of his peers, school administrators and his closest friends.

To finish off our senior year, Lane was also given the honor of the graduation address. It was only appropriate that we end the year in the same fashion we began. And for many of us, it was fitting to have Lane spell it out for us, this time the audience was not just our class, but our entire community. There is no point in describing the specifics about what was said, but our high school careers ended with Lane at the podium our hats flying in the air and standing ovation from all of those in attendance.

#1) “Homeless in New York” I had been negotiating an apartment lease renewal with my landlord. Two weeks prior to the expiration of my apt lease, my landlord pulled out and essentially forced me to move. “Homeless in New York” when you’re not actually homeless is not fun. I called Lane to ask if I could crash on his couch until i was able to find a new apartment– might take a week or two. Lane welcomed me with open arms and offered his apartment for as long as I needed. When i first arrived, lane had set up a bed next to his with sheets, comforter, pillows, blanket, the works. As if we were bunk-mates in camp, i was truly humbled by Lane’s generosity. He saved my butt while I was between apartments and it absolutely redefined our friendship. He didn’t hesitate to think twice about helping a friend and I’ll always appreciate opening his home to me. (I should probably pick up the rest of my clothes). #2) “Hairless in New York” After growing his hair for 32 consecutive quarters, Lane decided to host a “party” to commemorate donating his hair to the renowned children’s cancer foundation, Locks of Love. An equally good friend optioned his business to host the party and friends gathered from far and wide to donate money at a chance to help cut Lane’s then 15 inch mane. All said and done, Lane’s generosity managed to raise \$400 and 15 inches of beautiful Pittsburgh bred locks. Yinz did a good job there, Lane. If there is indeed ‘altruism’, Lane’s actions are exemplary. #3) “Beer Run in New York” I was hosting an annual halloween party at my rooftop apartment in Hell’s Kitchen. I made the major mistake of purchasing 13 12-packs of Pabst Blue Ribbon beer with no discernible plan to deliver them from the distributor to my apt. I’m a graduate from Georgetown and evidently “a plan”, in this scenario, completely escaped me. The only person who always answers his phone is Lane. This is an incredible quality. He will always take your call. So, who picks up? Laner. Sick and virtually on his death bed he managed to muster the strength and help me with the delivery. Always willing to help. #4) “Generous in New York” Lane is always willing to help; willing to offer his services (i.e. computer/internet skills); and generally make you feel special for no good reason other than he is just a good dude. My mother loves him like a son she never had; my sister like a brother; my dogs like a master. Birds chirp when he is around; the sun shines a little brighter; my HD TV a little crisper; my cell phone battery lasts a little longer; and i just found a random twenty dollar bill in my jeans even as I write this. Countless times he has picked up a dinner bill “just because” or given me the latest NASA shirt because i liked his; and I can proudly say that I am the ONLY

person I know with the most ridiculous pair of Louis Vuitton Nike Air Force One sneakers, which Lane bought me after I commented how much I liked his Gucci's. Lane is the man. One day people are gonna write songs about him - for now, I guess it starts with short stories for an MBA program. Lane, One of the ways that you add value and contribute to my life...the quality, quantity, and consistency of your friendship stands out the most. One moment in particular was shortly after my separation in which you gave up your weekend to support me at my in-laws house so that I could see my daughter. Although it was an uncomfortable situation for all parties involved, you stood by me, supported me, and helped me hold my head up so that I could spend time with the most important person in my life...my daughter. Hey Lane, Sorry for the delay in getting this back to you, but there's a lot of free porn on the internet. 1) As someone who tends not to go out of my way to make polite small talk, I have noticed that you are a master of sociability. It seems that everyone I know that also knows you has only the highest opinion of your character (as well as your fashion sense) and a true appreciation for your friendship. There are countless examples of this, starting with most of the regulars of at least two bars in Hell's Kitchen. 2) You have shown yourself many times to be a genuinely kind person. Taking your social skills to the next level, you frequently go above and beyond to help your friends, show your concern for their well being, being there for them, praising their achievements, etc. 3) You once helped an old man cross the road, and I appreciate that.

1. One of the ways that you add value and make important contributions is: .

Ability to develop and implement a plan in a dynamic fluid situation

We have an annual Baseball trip at our local to which Lane has been invaluable logistically on several occasions.

Most notably the year we went to Pittsburgh. Admittedly there had been some gaps in the planning process following our arrival in Pittsburgh to the game itself. Lane, being a native, he had travelled out a few days before. Upon arrival with the bulk of the group, Lane had secured transit to our hotel for the group (Pittsburgh is no where near its airport), and had arranged an excellent course of activities for the evening, a cook out the next day, and return transportation to the airport. Honestly — if you knew these guys — its like herding drunken cats. To date it is still peoples favorite trip, thanks to Lane working out a great weekend in Pitt for us.

2. One of the ways that you add value and make important contributions is:

Ability to act and react in a selfless manner.

I went with Lane to Employees Only on night where, I noticed, they treated him like a god. Which in it self is not unexpected, Lane is a stellar guy to which many people react in kind. But honestly — is was, a little over the top, I asked why they were treating him like a rock star, and the background of the story was one night he had been passing the front of the place and assisted the doorman in a situation. I use this anecdote because it is a pretty common theme in my experience with Lane — he knows what is the right thing to do — then, beyond many people — he does what is right.

3. One of the ways that you add value and make important contributions is:

Ability to maintain personal and professional relationships across a diverse group of people.

Last point about Lane's value proposition, his ability to retain people — or judging someone by the company they keep. I've know lane for several year now — lived in the

same neighborhood. I was discussing with a mutual friend the other night, how when Lane introduces you to a friend of his, and he always is, there is very little doubt about that person's character. I guess this isn't a specific incident — more of an accumulation of trust. But to that end, I respect and trust his judgment.

Damn — think I was supposed to do this in second person

1) Baseball trip to pit you were stellar — stood up, got us where we needed to be and made sure it was a great time — Christ you did that at Chicago and you weren't even there.

2) Selfless — pretty much act out of Right v Wrong value system. not just what is right for Lane, but the Bar, Neighborhood, world.

3) Good judge of character - everybody you have introduced me to from one of the dozen schools, scouts, 4 h what not — have turned out to be really good folk — I was talking with English the other night — something about Signor — oh — on this baseball trip. generally Neil couldn't place him — yada yada — friend of Lane's yada yada then we talked for a while about how you tend to travel with quality people.

1.) Lane listens more than he speaks. Traditionally, as a bartender, my duty is to lend an open ear to what's on people's minds. Lane, without effort, is the exception to that rule. Lane provides a sincerity to those closest to him that's hard to find in any major city. For that reason I consider him one of the most unselfish people I know.

2.) Lane always asks me how my Father is doing. This may sound miniscule, but in a society of texts, emails, blackberries, and the deterioration of face-to-face communication; It's refreshing to know someone who will not abandon some of our most traditional and respectful conversations. This gives Lane class.

3.) Considering the time we are living in, Lane is a proud American. Lane has an optimism and appreciation for our country's past and future that is hard for even myself to muster up sometimes. He believes in the principles our country was founded on, but also our ability to be resilient through harder times. He has genuine and heartfelt respect for our troops based on a realistic idea of what they selflessly give to all of us through their contributions. It is this quality in Lane that makes me want to be a more aware as well as a proud American.

My comments attached. Let me know whether this is fine..

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> 1. One of the ways that you add value and make important contributions is:

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1. available 24/7

Eg: whenever I need help, I know that I can email you or call you and get help within a few minutes.

2. speak to many in the office and become an info resource

e.g. when I joined honeybee, you took me out and wrote down on the napkin all the names, what they do, who are they etc. that was super useful.

### 3. self education

e.g. by getting all your degrees etc you are becoming more knowledgeable and in turn add more value to the company. you are also setting a good example to follow for those folks who don't have enough drive to do in on their own.

1. One of the ways that you add value and make important contributions is: Making stuff happen behind the scenes.

One of the weird things about IT is that if you're great at your job, nobody notices you because everything just works effortlessly. While I'd be lying if I said that HBR's IT was flawless, it's not often that something goes noticeably wrong, and such glitches have been happening consistently less and less often over the years. Keeping infrastructure running invisibly takes long and often odd hours, and a good deal of forethought as well.

2. One of the ways that you add value and make important contributions is: The ability to balance user control and flexibility with overall reliability.

In a company full of engineers who like to tinker with things, it's hard to impose strict rules on users. We all have admin rights on our PCs and install random stuff all the time. And we all have our own little preferences for our office and lab setups. Through a combination of some set boundaries (i.e., no bootleg software) and a willingness and aptitude for supporting a very wide variety of things technological, you manage to keep it all playing together pretty nicely.

3. One of the ways that you add value and make important contributions is: Responding quickly to urgent situations.

I can remember a bunch of situations, getting some puters in house overnight, fixing an ISP problem, where something came up fast and you dealt with it just as fast. More than anything I think that speaks to a well-maintained set of relationships with vendors, techs, and coworkers - all the zeal in the world won't get you far if you're not plugged in to the connections which let you make stuff happen.

The stories are:

1. One thing I still vividly remember is when 4 of us we were doing a group project for a logistics company, one of the group members quit at the last minute, literally one day before the due date. The rest of us was not only short-handed but also very emotional about the situation. You, at that time, said "let's do it!". You took upon yourself the job of putting all the presentation slides together, you made many of the new slides yourself overnight and emailed them to the rest of the team. Without being discouraged or being emotional you took the lead and encouraged the rest of the team and you've finally made

the presentation possible on the following day. The willingness and spirit to turn the jeopardy into an opportunity, this indeed is an added value and an important contribution you'd made to the team.

2. Another situation I experienced and remember with you is a project in the Information Security course we took together at Poly. We were given a team project to build an Information Security system for a company. We had to come up with 'Mission Statement', 'CONOPS', 'Threat Analysis', 'Vulnerability Analysis' and 'the security Solutions' for those vulnerabilities. We were not only behind the schedule but also hazy about the concepts on detailed technical requirements in each analytical stage until the end of the project deadline-most because of the hazily revised instruction in the middle of the project. We had to put things together at the last minute and began presenting our project without having clear understanding on the detailed requirements. Because of our dubious understanding on the technical requirements the team was not confident and was hesitant in taking questions during the presentation. However, you candidly explained that we tried hard yet couldn't come up with the quality we'd wanted with exactly where and how we had experienced the challenges during the project. You were very candid and open about the situation and gained the overwhelming agreement of the class. Your added value and important contribution were your open and candid personality that helped people naturally identify the cause of the challenges without having to directly pointing them out.

3. I think of the time that we were doing the group report on "What's the point?" in the Economics of Strategy course. Many subjects were proposed by the group members. You went out and purchased 'Value Migration', a book written by Adrian J. Slywotzky. You even bought the same books not only for yourself but for the whole team. We all read the book and learned the enlightening concept of value migration, that Value is not stationary but it constantly migrates from outmoded business designs to new ones that are better able to satisfy customers' priorities. Your unselfishness to focusing on the work and willingness to go out of normal way to make our group assignment a world class is still remembered as the added value and important contribution you'd made to our group.

I hope this helps.

Best,

Michael

Your feedback to me:

Please provide me with three examples of how I add value by completing the following statements.

1. One of the ways that you add value and make important contributions is: by speaking honestly and frankly. I could name hundreds, if not thousands of times where you spoke what you thought and felt, irrespective of the discomfort that it may have caused others, because you believed in the truth of what you said and believed in the strength of

relationship enough to know that the relationship would survive any short-term discomfort.

2. One of the ways that you add value and make important contributions is: you make yourself available. Whether to friend or to stranger, you are there for people to assist. One of the more poignant incidents I can think of was when you stopped a man who was fleeing a bar after committing a wrongdoing (I forget exactly what). You could have just stood by and done nothing, but you got involved and made yourself available to the bar owner and community at large.

3. One of the ways that you add value and make important contributions is: your loyalty. I can think of no one as loyal to those with whom he shares his life. Unfortunately I can't remember a specific time when you had helped me out, but what I do know is that after contacting you with a problem, the problem is usually resolved within a couple of days. I would say that you're kind of like that friendly ghost "Kasper". No one knows where you are, but they know that their systems are working well and if something goes wrong, you will be there to help fix it.

I would guess that since I can't recall any big issues with my computer, I'm either not pushing the limits of it or you're running everything flawlessly in the background.

One of the ways that you add value and make important contributions is:

The ability to remain rational despite obvious obstacles.

I discussed this with you recently, and I must reiterate my amazement at this. I've seen you on several occasions notice things/situations developing around you and react despite obvious obstacles. Whether you were engaged in conversation, or intoxicated because some young girl was force feeding you jagerbombs all night to try and get you into bed, you always seemed to clearly see things develop well before the point of no return and take the appropriate action to correct or diffuse the situation.

One of the ways that you add value and make important contributions is:

The ability to escalate the value of those around you.

I think that Walsh touched on this a bit, but it's worth mentioning again. Knowing Ammo Lane Liston is like having a VIP card or a Members Only Jacket. It gives you instant street cred. On several occasions I've been in your hood without you and been amazed just how quickly people warm up to me once it is established that I roll with Laner Frankles. The old saying that any friend of \_\_\_\_\_ is a friend of mine actually holds water when you are involved. People that know you instantly accept people that you vouch for because they know that you wouldn't waste your time with Penn Hills ruffians who weren't worth their weight in salt. Salt of the Earth amigo, Salt of the Earth.

One of the ways that you add value and make important contributions is:

To give selflessly to others regardless of your personal motivations.

I've seen this from you quite a few times as well. After working 60 or 80 hour weeks, you head to the pub to unwind with a pint or 2 (can Coors Light be referred to as a pint...I doubt it but pint sounds classier than pounding down a few bottles of the old Rocky Mountain High.) Inevitably someone has some sort of technological emergency or random question, and you never hesitate to offer advice or assistance, even though you'd rather be thinking about women in grass skirts with coconut bras. I know this because frequently it has been me seeking your counsel. You are a diamond in the rough Broski, and for that I (and I'm sure the other 29 people in this exercise) thank you.

1. Boiling down complicated technical issues to an understandable bottom line.

When it was time to replace our servers, you took a complicated tradespace and boiled it down to understandable costs and benefits. This allowed the entire company to keep working with the level of IT infrastructure we have come to expect.

2. The ability to address see past an immediately proposed solution and address the heart of the problem.

When we needed to exchange large files with our government customer, the proposed solution was trying to compress them (beyond practical limits). We came to you looking for ways to compress the files further. You saw past the proposed solution and got to the core issue of trying to share large files. Your new solution - setting up an area on our website where we could exchange files with the customer - solved the real underlying problem.

Hi Laner,

My responses are below. These interactions are a bit more personal (and general) than business oriented, so I hope that is ok.

Please provide me with three examples of how I add value by completing the following statements.

1. One of the ways that you add value and make important contributions is:

You are always a source of support, encouragement and perspective. When I would second-guess my personal and/or professional decisions, you would always remind me of the reasons for making the initial decision and encourage me to stay true to myself. Moreover, regardless of the problem and/or outcome you always made it very clear that you would stand by me and provide support through an issue.

2. One of the ways that you add value and make important contributions is:

You are the epitome of individualism and consistency. You have a unique identity that is not compromised by your profession, relationships, or lifestyle. This consistency allows you to remain resolute in your ideals and values, while your individualism allows you to approach life in a unique way.

3. One of the ways that you add value and make important contributions is:

Through your individualism you have carved your own path in life, through your consistency you have demonstrated your solid personal foundation, and through your support, encouragement, and perspective you have revealed your true friendship. These combined characteristics make you a true inspiration to me. Inspiration from a friend such as you, adds indescribable value to my life.

Laner, I forgot to mention that I am going to be in PGH for a wedding this weekend, so let's meet up next weekend to celebrate your birthday!

xoxo  
moffat

Sorry for the late response. . . . our computer was out (literally) in the basement.

My first observation, and these are not in order of importance, or any order for that matter:

You in camos at paintball and coming out of a cave in West Virginia (both images occur together) Your value was as a ready participant in so many different activities. Fourth of July stuff too. You are a welcome addition to any event because you get involved. You are a participant, not a watcher.

You are valued by so many people locally as the ambassador to New York. Your contributions as ambassador, welcoming representative, etc. for folks from Penn Hills and the area is truly appreciated. I've heard it so many times: "Lane said to call him or let him know when I would be in New York....." That means a lot around here. Thanks!

You are a considered sounding board on mutual friends. Starting with our most recent conversation to many in the past, you offer sincere, meaningful and non judgemental observations. It is always good to talk to you. The thoughts that follow the conversation last at least a while. I wish you were closer. I certainly wish that in this self centered world there were more folks like you.

My better half says to thank you again for the flowers and the card. The flowers are gone but she still has the card.

Laner,

Hope these responses get in for you in time. I had to do a lot of thinking because quite frankly, my memory fades from time to time and sometimes the harder I try to recall things the fuzzier they get. So I've done my very best; I hope it works for what you need.

1. One of the ways that you add value and make important contributions is:

Your ability to stand out in a crowd, and stand up for the group.

For example, I think of the time that:

I think about Highschool and I remember everything you did: Not just in being the Class President or a valedictorian or the parties: It was that you provided for people. You were someone a lot of people turned to for more than just advice or to confide in (or to drink beer in the wood with). You served as a living symbol to a lot of us during that last few developmental years. When we needed direction, you led the class. When we needed constructive mayhem, you provided. When we needed to kick back and relax, you partied. Maybe it was just teenage hooliganistics, but you were the ultimate 'go to' guy I knew, and if I had any qualms over something I knew I could always run my scenario by you.

2. One of the ways that you add value and make important contributions is:

Your commitment to service: public and private

For example, I think of the time that:

I think of the multiple fire-work displays conducted at various holidays and public events. Most notably I remember the New Years Eve 2000 display at Dering's. You outdid yourself that night. Everybody expected a lot from you because you have an ability to produce- that goes beyond social settings I'm sure and into your corporate realm. You strive to outdo yourself and you always made an event better. Under pressure you don't falter; you've always been a solid guy and those are the kinds of people I like to associate with.

3. One of the ways that you add value and make important contributions is:

Dedication to your friends.

For example, I think of the time that:

Friends and Family are pretty much all we have in this world. I remember in 05 when you took the time out of your day to brave the subway and JFK security just to spend a mere hour and forty minutes with Czegan and I while we had a layover. Do you know what kind of moral booster that was? I don't know a whole lot of people who'd do that sort of thing. That my friend is dedication. And for all my 'wisdom' people say that I have, when I really am down and out, I turn to you. You've not failed me yet.

Lane,

When I received the email from you requesting that I write a letter providing three stories illustrating how you add value and make a contribution, it did not take very long to come up with examples.

I have always found that you are very aware of what is occurring in the lives of the people around you and generously apply your time and resources to help them achieve their goals. When my business partner and I first opened our private investigations

company, we did not have any startup capital and very little equipment necessary to conduct surveillances and investigations. You gave me your personal camera, so that I would be able to start conducting surveillances and you helped set up a system so that I could capture the video, edit and transfer it to DVD. Your assistance enabled my partner and me to provide a quality product to our clients, which helped us to build our reputation in a very competitive environment.

Another way that you make a contribution is that you have an ability to disarm difficult individuals and make them feel good about helping and cooperating. A few years ago we all decided to take one of our friends out to dinner and drinks for his birthday. We went to a famous pub in New York City. The pub is also famous for being nasty to the customers and throwing people out when they linger at the tables. Since we were overstaying our welcome, the waiters were ready for us to leave. After you pulled one of the waiters aside and spoke to him privately for a few minutes, we were given the green light to stay as long as we desired and were treated like welcome guests the rest of the evening.

I think that you also make a contribution by planning ahead and solving problems that others might not foresee. A few years ago, several of us went on a weekend trip to Chicago, so that we could see both a Cubs and Sox game. Most of those in the group are pretty wrapped up in our own lives and showed up contributing nothing but our presence and money for the tickets. We were large group and I had not even considered the logistics and costs of ground transportation for a group this large. It was a great surprise for everyone to find that we had two stretch limousines waiting for us at the airport. Through your ingenuity and people skills, you were able to arrange transportation for the entire group at practically no cost.

Lane and I have been close friends for almost a decade and as such I have witnessed and experienced Lane at his best on numerous occasions and within varying contexts.

One of the earliest instances took place shortly after Lane and I met here in NYC. I was in a tight bind, having to move out of my apartment in Hells Kitchen and not really having prepared accordingly. I'm not sure if Lane sensed my desperation or was just willing to pinch in to help, but he offered his assistance to come and help me at the ungodly A.M. hour of 9 in the morning. A true feat after a late night of drinking at our local watering hole. I was skeptical of whether or not Lane would show, having not really known him very well, and especially given the pretenses in which he agreed to help, but low and behold he did, ready and willing to move items no two men should attempt on their own. The move was more strenuous than either one of us could have imagined, but there was no wavering from Lane that the task needed to be accomplished. It was from then on that Lane and I began to form the bond and friendship we have today.

My next example is primarily from the point of an observer, however it was a moment that demonstrated Lane's courage and bravado to one and all present, making him practically a legend at a favorite restaurant/bar of ours in the West Village called Employees Only. It was a typical weekend night, and the place was packed as usual. Out of nowhere a scuffle of some sort breaks out and glass is thrown and broken. Like Flash

Gordon Lane bolts after the suspected patron and barrels down the street after him along with several staff members of the restaurant. Chasing after the suspect and eventually catching him, Lane assists in the restraining while the assailant is brought to justice. The staff at Employees Only was amazed at Lane's willingness to help, putting himself in bodily harm all for the sake of helping out the staff. From then on Lane has been one of the most esteemed and valued customers.

Thirdly, Lane's dedication to his friends and family are a true testament to all his qualities and attributes that make him at his "best" at all times. Lane is a valued friend and confidante to me, simply because I know he will always be at his best in good times and in bad.

When I found myself starting a small architecture business two years ago, all I had was a desk at my apartment and a laptop computer. I soon realized this was not nearly enough. I called you and that day you came over and took me out to buy computer equipment and printers, and then returned to my home and put everything together for me. That day, as a friend, you displayed a level of generosity that would be surprising in anyone else. In one day, because of your proficiency and kindness, I had gained a working office.

Over the years I have come to appreciate your loyalty, reliability, and many talents, as we have interacted on both a professional and personal level. Whether I need help with moving my apartment or consultation on setting up my email server, you have been willing and able to help simplify the situation and solve the problem. This is perhaps your best quality – the fact that given a problem, even the unexpected and complicated ones, you consistently exceed expectations with the solution. I know I can trust you to take care of things, no matter what they may be.