



Dear 40 Under 40 Selection Team,

In 2002, my company bought the license to operate Dale Carnegie programs in the state of Iowa. Beyond the legal right to represent the iconic Dale Carnegie brand, we were buying a team and list of clients. The person on the team with the *largest* list of clients was Amy Roberts.

It was clear why so many companies wanted to work with Amy. First, she is kind and focused on others. This makes her likable and a model to companies of the human relations and communication principles advocated in Dale Carnegie books and courses. Second, she is a true professional in the sense that she approaches her work as a craft. She studies, practices, and maintains rigorous standards for herself and others. Third, she works hard. She is gritty, persistent, and tough. She sets goals and goes after them.

We promoted Amy to lead others. In this leadership of Dale Carnegie trainers and sales people, she has developed other rising stars. Not a person has voluntarily left the company under her leadership. And, without exception, each person on the team has grown in confidence and effectiveness, making them stronger contributors at home and in their communities across Iowa.

We then realized that Amy was a key person for the long-term viability of our entire company. So, a year and a half ago, we invited Amy to become an equity partner in our company and lead all sales and marketing efforts across the entire organization. For perspective, our company represents Dale Carnegie in Iowa, Minnesota, Nebraska, and South Dakota. We are the largest Dale Carnegie franchise in North America and in the top three in the world, along with Dale Carnegie in China/Taiwan, and Germany.

The past 18 months have likely been Amy's greatest test as a leader. The company has made several strategic investments that have constrained short-term financial performance. And we have made a wide-ranging restructure of the organization to accommodate growth. This has required Amy to have difficult conversations with team members, make hard decisions, and ensure team members remain focused and engaged.

She has done this with skill and grace, while raising two young children with her husband Everett and maintaining involvement in the community.

The state of Iowa is fortunate to have a leader like Amy Roberts and I hope you'll find her to be an appropriate choice for 40 Under 40 this year.

Thank you for your consideration,

A handwritten signature in black ink, appearing to read 'Matt Norman', with a long horizontal line extending from the end of the signature.

Matt Norman

President & CEO
Norman & Associates (Dale Carnegie)