

Lenora Edwards: So my first question is just to get a picture of what the context was where the two of you were working together. What was Clay's role, and what was he doing, and what was your role?

Chris Otto: I was the supervisor of an avionics work center in the US Navy. Clay was one of my, I'll say senior technicians, as in he came to our command, our squadron, and he had already had fleet maintenance experience on a different platform, so platform being different style of aircraft. So he already knew the basics and had a, I don't want to say "rudimentary", but a pretty good knowledge of how electronics and avionics worked on the aircraft. And then I was at first the immediate supervisor, then I became the lead supervisor for that work center.

Lenora Edwards: Very good. And what do you think makes Clay particularly effective at his work?

Chris Otto: Versatility.

Lenora Edwards: Nice.

Chris Otto: He's very versatile. He could ... actually, I shouldn't say "could". He can be working one job where it may be something like changing out a component and immediately shift gears to a more complex job, such as troubleshooting a wiring discrepancy or a detail system discrepancy, and then even shift gears further and move right to the flight line and basically launch the aircraft. So the versatility piece is huge, especially given in the military setting. And also, like I previously stated, he had already come to us with a knowledge from a previous platform, so he could apply what he'd seen on other aircraft to our aircraft and give a whole new spin on how to fix something.

Lenora Edwards: Love it. That's great. Wow.

Lenora Edwards: When you think about his skillset, both his professional abilities that allow him to deliver what he promises and his desk-side manner, his people skills, how would you describe that full skillset? What's in there?

Chris Otto: He's very well-liked, as I'm sure you already see in your own dealings. Very well-liked, knows when it's the right time to be 100% professional, in dealings with seniors or subordinates or what-have-you, and then knowing when to let go a little bit and have a little bit of fun, inject a little bit of levity into the situation so that the whole room isn't stuffy like a courtroom, but lighten the mood so that people can actually enjoy the work they're doing, because you know just as well as I, not every day is the perfect day at work, so ...

Lenora Edwards: Right. That's for sure.

Chris Otto: If we only had those days four days a week.

Lenora Edwards: Right, exactly.

Lenora Edwards: So tell me about the impact you saw that he had on the organization. What was that impact?

Chris Otto: Well, so ... and I don't know how familiar you are with the military. I would assume you are somewhat versed with the way that things operate.

Lenora Edwards: Yes.

Chris Otto: It's all about team. Everything is about team. There is no, "100% it's me, me, me." It's always "we". And Clay fits 100% into that dynamic, because he never came in, "I need to do this for me today." It's, "Hey, what can we do to get us through the day, get us through the mission, get us through a deployment, and truly effect, basically effect change in our organization," whether it be completing a mission and doing whatever it is we're doing, or affecting morale, is a big one, and that definitely goes into where his likeability and all of that comes into effect.

Lenora Edwards: Nice, nice. The next question is about unique ability. And you've touched on this by talking about what he's like, but I still always ask this question in case there's more goodies that come out. I always have noticed that my clients have ended up doing the kind of work that they do because they get to leverage their just natural gifts and talents that they were born with. Like forget training and education, experience, even, they just have ... who they are as human beings makes them naturally good at something.

Lenora Edwards: So the question is, what makes Clay uniquely qualified as a human being to do the great work that you saw him do?

Chris Otto: I think I'd have to say he's a very balanced individual. Like you said, yes, I did kind of touch on it, knows the professional side and knows when to inject that little bit of levity, but he's balanced. Knows the technical side, also knows the administrative side. And I'm sure you've seen this more often than not, as well, you see someone that's more specialized into one role or the other, and that in essence hurts them rather than makes them a specialist. But he's balanced in that he can handle both sides of that, and that's very effective in any organization.

Lenora Edwards: Nice. This is exactly the kind of material I was hoping for, so thank you, Chris.

Chris Otto: Oh, absolutely.

Lenora Edwards: This is going great, it's going great.

Lenora Edwards: So the next question is a fill-in-the-blank question, kind of similar to the last question, but again, just a slightly different way of hearing something. When you work with Clay, you get blank, and you just don't get that anywhere else. What would you be tempted to fill in the blank?

Chris Otto: "Paid in beer." No, just playing. I'm just kidding.

Chris Otto: When you work with Clay, you get the job done and you receive satisfaction knowing that it was done correctly.

Lenora Edwards: Nice, very nice.

Chris Otto: And you didn't have to go back and double-check on it.

Lenora Edwards: Ah, great.

Lenora Edwards: And so that leads me to another question, again, somewhat similar. We talked about his impact on the organization. What about his impact on you, personally?

Chris Otto: From a supervisory standpoint?

Lenora Edwards: Yes.

Chris Otto: Solely on a supervisory standpoint, I didn't have to worry. I knew that if I said, "Hey, Clay, I need you to go take care of a job on an aircraft, whatever, take one of the new guys with you and teach them," I knew it was done. I knew they were taught correctly, and like I said, I didn't have to go out and double-check that it was being done right. I could focus my attentions to the other aircraft we were working on, or even the administrative stuff.

Chris Otto: From a personal standpoint, sounding board.

Lenora Edwards: Love it. That's great.

Chris Otto: Good sounding board in that you would ask a friend, and he'll listen, hear you out, or like we were talking about having that rough day, someone you could vent to a little bit.

Lenora Edwards: Nice.

Lenora Edwards: Well, if you only had five words or phrases to describe him, what would be your top five favorite words and phrases?

Chris Otto: I'd use "versatile", "work hard, play hard", "trustworthy", "well-likable" or "well-liked", and "professional".

Lenora Edwards: Nice.

Lenora Edwards: Well, those are all the questions I have, but Chris, sometimes when we're talking, things come up and my interviewee thinks of things to tell me, but I just

didn't ask the right question. Is there anything that you wanted to add that came up for you that just didn't fit into one of my questions?

Chris Otto: No, I think you hit it. But if I put two cents on top of anything, and I'll ask him about the job opportunity, obviously, I should have asked him before, I think he's going to be a fantastic fit in whatever it is. And to coin one of our own phrases, military phrases, "Hey, let's go out and let's make some money," and he's going to make you money. He's going to get that job done to that satisfaction that the prospective employer's looking for.

Lenora Edwards: Nice. That's terrific.

Lenora Edwards: Well, I really appreciate that extra two cents. It's valuable, even more valuable than two cents, so thank you. Thank you, Chris.

Chris Otto: Absolutely.

Lenora Edwards: I hope you have a great rest of your weekend. And this will get transcribed probably in the next three hours, and then Clay will get to see it and further prepare for his interview. So thank you for this very valuable input.

Chris Otto: Not a problem. Now I'll text him and say he owes me a beer.

Lenora Edwards: That's right, he does, he does, and I'm sure he'd be glad to buy you one.

Chris Otto: All right. Thanks, Lenora. You have a good day.

Lenora Edwards: Okay. You, too. Bye-bye.

Chris Otto: Goodbye.

DEREK THAYER FOR CLAY CALDOVINO 1-23-19

- Lenora Edwards: My first question is always to get a context, what was your role in relationship to Clay's what were you guys doing? What was the object of the game?
- Derek Thayer: If I can ask first, what is the objective of this interview because that might help me understand how best to frame the answers to the question.
- Lenora Edwards: Excellent, great question. What we're doing is working on his LinkedIn, resume and also how he answers interview questions as he continues his job search. Getting information from other people helps put words in his mouth about his impact and his desk side manner that he would not necessarily have if he just talked from his own experience. I'm interviewing like six other people and we're getting some data together so that he has that to refer to.
- Derek Thayer: Sure, okay so then your question was what was our mutual objective where we worked ...
- Lenora Edwards: Yeah.
- Derek Thayer: We were both quality assurance engineers for the U.S. Army Corps of Engineers. What that entailed was ensuring the products that we had were, met the specifications that they needed to be in order to be deployed. We were a little short staffed so a lot of times the actual development work would fall on us as well. Updating the project files so that we could actually deploy them and then at the same time, quality, test them for quality assurance was the name of the game.
- Lenora Edwards: Excellent, and what did you notice about Clay that made him particularly effective?
- Derek Thayer: Clay is an **extrovert** and that is beneficial in this sense because he's willing to go out, he's willing to pop the social bubble so that you can, so that he can reach out to others and figure out what's going on. He's **charismatic** and he always has a **great attitude**. That was always very helpful. He's **very approachable and very fun to work with, from a technical standpoint he's very competent**. Let me think about how I want to phrase anything else, I think those are the big things. I did not have a chance to work directly with him on any projects if memory serves. It's more he was another member of the same section. We worked in similar capacities so to speak.

Lenora Edwards: Nice, okay. Then when you consider what his impact was on the organization, how would you describe that?

Derek Thayer: His impact on the organization truth be told it didn't have anything groundbreaking not to say it needs to be or should be. I think there's only a few people where we worked who really had a true impact. It's more that he did his job which apparently nowadays is a commodity and [inaudible 00:03:31] he really was not in the capacity to have many opportunities to make a big change, I mean certainly people, I'm sure there are people in his role who have done that kind of a thing. I don't think that was to be expected. Certainly in his position, in his reviews because I went through the same process, I was not under those expectations. It would be not unfair but unrealistic to hold him to those expectations. The expectations that he was held to that he was competent at his job, good with others, that kind of a thing, he met with no problem.

Lenora Edwards: Excellent and what about his impact on you? Did you feel an impact? Sometimes people talk about this person was fun to work with or they always had my back or I always knew I could trust them or I learned something from them, is there anything that you can describe that contributed to your wellbeing?

Derek Thayer: Yeah, well first off he's just a great person. He has a great personality and he's a great friend. He has a sort of confidence to him that reassures me if I give him any tasks I know he can handle it. I mean the guy's been around. If you ask him any stories about the stuff he's done, he has military experience. He's been to many other countries. He knows what he's doing. I got a sense of reassurance and confidence whenever he was around.

Lenora Edwards: Nice, I like that, great descriptors. Tell me how you would describe his professional skill set. What's in it? That includes his people skills.

Derek Thayer: Just, excuse me, sorry, scratch that. Clay's skill set, I can't speak to too technically. I'm aware he can program and has technical knowledge and networking knowledge. Certainly you need a certain degree of technical strength to even work with the U.S. Army Corps of Engineers. We all need to pass the security plus exam which I believe he did and then I think he might've also passed the CISSP which is the, is that a Cisco one, no, not a Cisco one. Let's see cybersecurity, information, security, well [inaudible 00:06:02] but it's a prestigious accreditation which I believe he also got. He's very quick to pick things up from what I've experienced he's very

capable and responsible and he's very charismatic. He's great with people I would say.

Lenora Edwards: Nice. This next question is about unique qualifications. I've noticed that all my clients just generally end up doing and choosing to do the kind of work that they can do to leverage different talents they were luckily born with, even aspects of their personality. When you think of him just as a person, as a human being, what makes him uniquely qualified as a human being to do a great job?

Derek Thayer: I'm thinking about this question, could you rephrase it? That may help me.

Lenora Edwards: Sure, of course. Let's see, hang on I want to think of a different way to do it. We just talked about his professional abilities and those are things that he probably cultivated over time except for the people skills that likely was something he was born with and then he also cultivated over time. If we think about, what is it that makes him particularly effective, it's about who he is as a person. What would you name as a quality that contributes to that, that does not come from work experience or education?

Derek Thayer: Sure, I get it, yeah. I would say it's that he's a go getter and I use that term very reluctantly when I describe people if only just because I feel like it's over used to the point of becoming trite or meaningless. I find that he's usually on the front lines and he's pretty fearless when he comes to being assigned new [inaudible 00:08:14] tasks or dealing with new challenges or learning new things. That kind of fearlessness and confidence is rare. I feel like if you told that to him he wouldn't quite, he'd be like yeah of course how else would you respond to it but I don't know, so many people are anxious these days. It's easy to forget. He may be anxious about things but certainly he doesn't let it slow him down.

Lenora Edwards: Nice, well it's funny, it's exactly what you said just now which is why I do these interviews that it's something, there are things that he would not realize that are special or unique compared to other people. Thank you for saying that. That's terrific.

Derek Thayer: Yeah, absolutely.

Lenora Edwards: This next question is a fill in the blank question. What does your work with Clay provide you that you can't get anywhere else? In other words when you work with Clay you get blank and you just don't get that anywhere else. What would you be tempted to fill in that blank?

Derek Thayer: Well I would give a two part answer. I would give one from a human oriented answer and one from a product oriented answer. I would say from a product oriented answer when you work with Clay you get a

vanguard, someone willing to kind of go to the front lines and learn something new. From a human centered perspective I would say you get a boisterous personality that can really raise the moods of others.

Lenora Edwards: Nice, if you only had five words or phrases to describe Clay, what would be your top five?

Derek Thayer: Let's see, I am going to think about that for a sec. Clay is loud and engaged.

Lenora Edwards: You made it into a sentence. That's great. Wow, okay so let's see here, I always like to check at the end, Derek just to make sure. Is there anything that came up to you about Clay as we were talking but I just didn't ask you the right question so that you could tell me about it?

Derek Thayer: He quit smoking like it was not a big deal at all. He used to smoke fairly regularly and one day he told me he stopped and I have never had the experience of stopping smoking, I've been told it can be quite difficult, certainly there wouldn't be all those commercials and what not if it was simple. I asked him how he did it and his response was I stopped doing it. I was mildly taking aback by that because he, like I said he just kind of approaches things fearlessly. If one day he could suddenly teleport or breathe fire or fly and you asked him how he did it or where he learned to do it he'd just say you just do it. That's kind of him.

Lenora Edwards: I love it. That's a great example and something that really is a testimony to the way he is and the way he operates. Thank you, Derek.

Derek Thayer: Yeah.

Lenora Edwards: All right, that's the end of our interview. I really appreciate you taking the time and giving it the thought that you did. It was just perfect. I loved your examples.

Derek Thayer: Wonderful, I'm glad I could help.

Lenora Edwards: All right, have a great rest of your day.

Derek Thayer: You as well.

Lenora Edwards: Okay, bye bye.

END OF AUDIO

BEN BERTOLA FOR CLAY CALDOVINO 1-25-19

Lenora Edwards: I always like to start with something that will give me context. I'm curious. What was Clay's role and your role? What were you two doing together at work?

Ben Bertola: Alright. I work for a company called **lovation**. We do an **online fraud prevention service**. We had a particular need where we had an old Windows ... Part of what we do is around **device attribute collection**. We've got clients that run on a variety of different operating systems and environments, whether it's web, iOS, Android, et cetera. We had a really old Windows DLL integration option that hadn't been updated in a while. We had a really key subscriber that needed an update for it to work in 64 bit, instead of 32 bit, and needed somebody to help us out on that.

Ben Bertola: I have some people on my team, some senior developers that had some skills in that area, in that particular technology stack, but I guess were a little bit elitist about doing the work on it. **Clay had those skills**. He was looking for an internship opportunity, and was really **eager and willing to come in, jump in, and handle this problem that we had, even though it wasn't a sexy piece of technology**. It wasn't ... Like I said, I'd already had a couple senior people that decided they didn't want to do it, but could've, and so I really appreciated his attitude of just being **proactive and willing to jump in and do the work that needed to be done**.

Lenora Edwards: Great, great. With some of those comments that you just made, they lead to my question, so if you ever feel like when I ask you a question, you've already described something on those lines, you're always welcome to say, "I think I spoke to that," because I ask things from different perspectives in order to hear these juice tidbits.

Lenora Edwards: The first question is, what made Clay particularly effective?

Ben Bertola: Well, I guess he was **very humble in the work approach**. He didn't mind that it was this old Windows DLL that he was working on, that had a bad build environment and bad source code management, and all of the things that give you red flags as a developer when you're working on a project. He **was very willing and eager to just jump in and handle that, even though it was a really messy situation**. It was something that was **really critical for us** as a business, and just that humility and **no concerns, just jump in and get it done**.

- Lenora Edwards: Great. When you think about his impact, how would you describe his impact on the organization?
- Ben Bertola: That was a really interesting thing, because he came in as just an intern on a project team, where the rest of the team had been working together for one to seven years. Usually someone that comes in as an intern, they're kind of on the outside of the social circle, but **he was really engaged with the team**. He was **very collaborative with the team**. He was **not afraid to reach out and talk to anybody** else that he needed to to find the information. I guess he had a lot of that **confidence just to go build those bridges** that he needed to get his job done that was, in my experience, very untypical for someone that comes in as an intern.
- Lenora Edwards: Nice. When you think about his professional skillset, which includes his ability to deliver what he promises and also his people skills, how would you describe those?
- Ben Bertola: Obviously you've met him. He's a **very social person**. I think he's **willing to be very vulnerable** out there. **He brings his whole self to work**. He's just a **happy, enjoyable, good coworker, good person** to have conversations with, but also **focuses on getting the work done**, and **uses those relationships he builds** to be able to **focus** into those **results** that we need for the development activities and the **dependencies he has on the technical side for that with other people**.
- Lenora Edwards: Excellent. How about his impact on you personally? I asked you about the impact on the organization, but I wanted to backtrack and ask about his impact on you personally.
- Ben Bertola: Like I said, it was very untypical for someone to come in as an intern and be that comfortable in the environment, and that **humble about the work**, and just **proactive** about trying to reach out and find the things he needed. A lot of people, when they see a problem that they don't know how to solve, will stand back and say, "I need help solving this." He really just, **any challenge that came up, he was like, "Well, what else could I do about this? Who else could I talk to? What more do I need?"** and **really owned those problems**.
- Ben Bertola: For me, as a development manager, especially this Windows DLL project was one that like, I don't have much technical expertise in from my background, nor did anybody else. It was really **great to have him really own those problems and challenges and solutions**, where a lot of people could've got stuck at a number of those roadblocks and then needed

external help, needed me as a manager to help them find that, but he was just **very self-directed, independent** and did ...

Lenora Edwards: Oh, oh. Are you still there? Ben?

Ben Bertola: Yeah, yeah.

Lenora Edwards: Oh, all of a sudden, after you said self-directed, it went quiet, so what was that after [crosstalk 00:05:39]

Ben Bertola: Very **self-directed and just has a good instinct to just do the right thing**.

Lenora Edwards: Excellent. Love it. There's some great sound bites. You're really helping.

Ben Bertola: I was **really impressed with him**, yeah. He was **great to work with**.

Lenora Edwards: Good. The next question's about unique ability. I've noticed that my clients tend to end up doing work that they're just really good at, because they get to leverage gifts and strengths, even aspects of their personality, so I'm curious what you observed about him that made him uniquely qualified to do the work that he did, just based on who he is as a human being.

Ben Bertola: Yeah, I mean, I think it gets back to that **humility and that drive** to do the right thing, where, like I said, I had two senior engineers on my team who could easily have done this work if they'd got over themselves, but neither of them were willing to. So that humility and then that just **personal ownership of the problem** were the two biggest things. The **humility and willingness to dig into something that was not a sexy technology thing**, but deciding to just **fully own it and do everything he could to solve that problem**.

Lenora Edwards: Great. This is a fill in the blank question. When you work with Clay, you get blank, and you just don't get that anywhere else. What would you be tempted to fill in the blank there?

Ben Bertola: He is full of **enthusiasm**, whether it's for the **technology work** or whether it's for the **team relationships**. He's just got a lot of enthusiasm that really carries forward in his **interpersonal skills**, in his **team dynamic**, and **how he presents himself at work**. I think **everyone really enjoyed working with him**.

Lenora Edwards: Nice. If you only had five words or phrases to describe him, what would be your top five? They can certainly be ones you've been using throughout our call.

Ben Bertola: Humble, eager. Let's see. **Humble, eager, intelligent** definitely. You don't get into the development business without being intelligent. **Outgoing**. I guess I don't know the word to describe it, but very **good at interpersonal relationships**.

Lenora Edwards: Nice. Is there anything that came up for you that you wanted to tell me about, but I just didn't give you to opportunity by asking you the right question?

Ben Bertola: I mean, I think we've touched around it on these, and I guess you can probably tell from my similar responses. I just really appreciated his [inaudible 00:08:30]. He had **no qualms about jumping into this**. This was a turd of a project from every perspective. It was really old. People here didn't understand it. It was bad technology. It was a real stinker, and he just didn't have any qualms about that, **didn't express any resistance to that or concerns about that**. It was just a **challenge that he could do, so he stepped in and did it**.

Lenora Edwards: Good. Great. Well, this has been real ...

Ben Bertola: I guess the other thing, I guess, is I think ... As I think about that real quick, one other thing that I see, and one thing I look for a lot in individuals that I'm looking to hire, is that there's **a lot of people, when given a problem that's not their job, will focus their efforts on making sure everyone knows that's not their job and not their problem**, where I think he was the opposite of that, where it's like, "Oh, there's a problem I can help with. **I know it's not my job, but let me jump in a do it.**" That just general eagerness and collaboration and **willingness to do what's right for the business**, and not just what's interesting to them as an individual.

Lenora Edwards: Great. That's terrific. Thank you so much for these really great sound bites. This is exactly what we were looking for to help him prepare for these interviews. Thank you for, on such short notice, booking this interview too.

Ben Bertola: Yeah, yeah. I wish him luck through the process. Like I said, it was great working with him. I'm sad he moved to Seattle, but I wish him the best. Yeah, anything I can do to help that.

Lenora Edwards: Thanks, Ben. Have a great rest of your day.

Ben Bertola: You too.

Lenora Edwards: Okay, goodbye.

Ben Bertola: Bye.

KEVIN MARKERT FOR CLAY CALDOVINO 1-24-19

- Lenora Edwards: So my first question is just to get a little context for how you got to observe Clay at work. What was his role and your role? What were you guys up to?
- Kevin Markert: He worked as a systems engineer at the production facility for the Seattle Times in Bothell, and **I was his manager**. So the interactions between me and him was stuff that I needed done, and stuff that was working on. Basically, I was his boss.
- Lenora Edwards: Great. Okay. So what do you think [inaudible 00:00:40] Clay particularly effective at his job?
- Kevin Markert: **He's very smart**. As far as needing to research problems and come up with solutions, **he can dig very deep into things and see 'em through to the end**. That's kind of the most memorable thing I have of Clay. One specific example was some Rockwell licensing software. It was complicated how Rockwell does their software, but he was researching moving the licensing form one computer to the next. As I recall he got pretty deep with Rockwell technical support. My memory may be a little unclear, and I think we laughed about it at the time, but I think he said that cause he was pushing trying to get it resolved that they just gave him a second license key or something just to get the problem resolved cause **he wasn't gonna let 'em off the hook**. To me that was, for me that was a quality I really liked about Clay. **He would pursue something to the end where other people would "Yeah, okay, I'm done. They said 'no'. I'm walking away."**
- Lenora Edwards: That is a great quality.
- Kevin Markert: That's something that really, especially **when you're in the technical field and you're in charge with fixing and troubleshooting stuff, it's a very good quality to have**.
- Lenora Edwards: Great. Tell me what you think his impact was on the organization by working the way he did.
- Kevin Markert: It was positive. **He went the extra mile, and he brought information and knowledge to the table that other people did not**.
- Lenora Edwards: Nice. And what about his impact on you personally?
- Kevin Markert: There's a lot to like about Clay. **He's very friendly, personable. He's easygoing, easy to talk to**. The fact that he could bird dog and hunt things

down for me, it's to the point ... I've done not phone interviews, but I've provided references and done stuff for him in the past. And I don't feel like I'm indebted to him, but in **gratitude for all that he did I'm happy to have the opportunity to pay him back** in some small way even though we're not keeping score for the good work that he did. If he would have been a pain in the ass employee, I would have told "No," I wouldn't be giving him job references and stuff like that. But because **he went the extra mile for me**, like I said, we're not in debt and keeping score, but any time somebody comes and asks, that he asks me to do a job reference for him I'm more than happy to do that for him.

Lenora Edwards: Nice. I love it. And tell me about his professional skillset, his people skills and his professional abilities that allow him to deliver what he promises.

Kevin Markert: Professionally, **he's easy going**. For the other managers and stuff that worked with him, and the other people in the plant cause we're basically fixing calls so you have to have a **customer service skillset**. **He interfaced well with people**, and when we're at our managers meetings and stuff **I would often get positive feedback from other managers about their interactions with Clay**.

Kevin Markert: And as far as his technical abilities, **any task that I assigned to him he did**. But I don't know, to say that he's really good at some specific skill in IT or something, I never really had any in depth knowledge or task. **It was more like I asked him to do something and he did it**, and I didn't get into the details. I was just pleased that it was done and resolved.

Lenora Edwards: That's huge. That's great. And the next question's about unique ability. I've noticed that my clients tend to choose to do the kind of work they're just naturally talented to do, whether it's because they leverage aspects of their personality or they get to use gifts and talents they were born with. So I'm curious, when you think of Clay as a human being, what made him uniquely, what characteristic about him made him uniquely qualified as a human being to do great work?

Kevin Markert: I don't know how to answer that question.

Lenora Edwards: Okay. The next question is somewhat similar, it's a fill in the blank question. When you work with Clay you get blank, and you just don't find that anywhere else. What would you be tempted to fill in the blank?

Kevin Markert: I would say I get results, and it's something that you can toss over your shoulder and you have the **confidence that it's gonna get done and get resolved**.

Lenora Edwards: Nice. And if you only had

Kevin Markert: [crosstalk 00:06:15]

Lenora Edwards: Oh go ahead.

Kevin Markert: No babysitting involved per se. And if he got stuck or something he would come and ask for guidance or questions or clarifications which is always nice. When people start to travel down a road and it's like, "Yeah, I'm not sure if this is where I want to be going, or he wants me to be going." He's ask clarifications if they were needed or warranted.

Lenora Edwards: Great. And if you only had five words or phrases to describe Clay, what would be your top five?

Kevin Markert: Resourceful, very pleasant easy going to talk with, so I don't know, what's that word?

Lenora Edwards: Oh charismatic?

Kevin Markert: Yeah, something like that, some variation of that word. He's got charisma. Charismatic, yeah. I'm trying to think of five descriptive words. He's got drive. So drive, whatever that word is, he's personable, easy going. He's smart. You could just about throw anything at him, and if he wasn't versed on the topic he could figure it out or he would educate himself on the topic to get the results you asked him for. So very smart and resourceful.

Lenora Edwards: Oh I love it. This is great. And those are all the questions I have, except I always check before I get off the line to make sure ... if there's anything that came up for you that you wanted to tell me about, but I just didn't ask you the right question?

Kevin Markert: No.

Lenora Edwards: Good. Alright. Well, Kevin, thanks so much for doing this interview. We both really appreciate how timely it is, and helping him get ready to do these other interviews. And it really helps when my clients can hear how other people describe their impact, so they're not just making stuff up. So this is-

Kevin Markert: Okay. Okay.

Lenora Edwards: Thank you.

Kevin Markert: Thank you.

Lenora Edwards: Alright, good bye.

Kevin Markert: Bye.

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Smart Ocholi FOR CLAY CALDOVINO 1-26-19

Lenora Edwards: My first question is just to get a little context. What was Clay's role when you got to observe him at work

Smart Ocholi: We had [inaudible 00:00:09] Clay come on board as a student. He started off as a stay in school student he kind of helped with a lot of projects that we had going on and he was engaged in a number of capacities [inaudible 00:00:26]. At the same time, had also been given a number of tasks that he worked on. Then, after graduation, he transitioned into a program that we call the Engineer in Training, the EIT program, and he was in that program when he had to adjust to some situation that happened at a personal level and he had to make changes to go along the lines of what was in best interest of he and his family, so he did a number of projects with us that were very very helpful

Lenora Edwards: And what did you think Clay did that made him particularly effective?

Smart Ocholi: He is a great team player and very very self driven person that, he brings that to the team, he has that motivation to achieve success about what we have as a target and he always like looked ahead and to be able to have an idea as to what options we have in place to guide us toward success, and I've seen that motivation in Clay that he always has that drive to continue to contribute towards the team is working on be it the team level effort or an individual project that he start to handle, he always makes sure that he delivers what's expected and I've seen it done a number of times, he's gone above and beyond what's required or expected of him and in timely manner, within the time frame that he's expected to deliver this package and he did a great job and I think that made him get along with the communication aspect, keeping everyone in the loop and making sure everyone knew what was going on and the process of doing that, he also respected what everyone else was bringing to the table and so he was someone that would listen to what was being discussed and at the same time contribute to what's going on.

Smart Ocholi: And also making sure that we all work together and achieve the goal together as a team.

Lenora Edwards: Nice nice so how would you characterize his impact on the organization?

Smart Ocholi: I would say he is very very effective, very very impressive, like I said he is a dynamic person, he comes into an environment and he brings that kind of a charge to that environment and motivates everyone to kind of show

- Smart Ocholi: This is what our goal is, we need to stay on track and get it done, he brings that focus of wanting to know that everyone knows what the goal is and everyone knows what is deliverables are and he always tried to stay on top of the communications team, I think that's the key to that I've seen Clay he always wanted to make sure that there was communication, he checks with everyone, he checks with the team lead, checks team members, checks with the supervisors and just make sure that everyone was in the loop of what was going on and that really helped us a great deal, knowing what we're working on and what we have going on at every time in the lifetime of a project.
- Smart Ocholi: You pick up, you can always say you know what's going on, and people, everyone knows what's going on. And that was very very helpful to everyone.
- Lenora Edwards: Nice and why about his impact on you?
- Smart Ocholi: Yeah I will say he did a great job on with a lot of, there were a lot of projects that my group was working on before he came on board, Started with us and we kind of engaged in and we have a lot of timelines, we have a lot of [inaudible 00:04:18] really time crunched, and being a supervisor, you can imagine how much pressure you have to accomplish those tasks that you have in hand with the staff and the skills that they bring to the table.
- Smart Ocholi: I think as a supervisor Clay actually help in a lot of timelines and also he brought that discipline that truly did not create any type of tension, any type of situation in the environment for me as a supervisor would have to resolve a or try to take care of, I mean he was always a kind person a jovial person, a hardworking person, respectful and always wanting to make sure that like that cordial relationship going on with the entire team so as supervisor, that really helped me in my job easy for me.
- Lenora Edwards: Nice, I love you answers, I love your descriptions, this is exactly what I'm looking for, next is a question about his professional skill set, I'm curious about how you would describe his abilities that bringing to the table in order to do this work and then also his people skills.
- Smart Ocholi: yes, again I will say Clay is a very disciplined professional, he always does things in a way that actually I did tell him one time, I did say for the level of skill set and professionalism, he is the most praised, I think he stands above his peers for the level of work he demonstrated and what he contributed to our group and what we're doing, I told him I think he is like the type of person that hit the ground running, and definitely a lot of

people on the team kind of looked up to Clay a lot of times for guidance, professional that already working but he has that drive to go and do research he has that drive to go find that more.

Smart Ocholi: And so we have even team members that are seasoned people reaching out to Clay, to have him help with situations that they think he'll have that one step forward beyond what is expected of the team to be extra and try to help with those situations, so I can say he demonstrated that to me very quickly and that was very helpful to me.

Lenora Edwards: Good and this next question is about unique ability, I find that all my clients are doing work they're se just naturally good at just because they get the leverage aspect of their personality or who they are, so I'm curious what do you think makes him uniquely qualified to do the work you saw him do well just because of who he is as a human being.

Smart Ocholi: Yes again so he has that drive, I think that a one of the things that makes Clay unique is the fact that he can blend into any environment, I mean the environment in which we worked was the type that was a siloed environment, we had like different groups criss crossing and a lot of the projects we worked on were interrelated in one way or another and he had that capacity with working with pretty much everyone, he can look into what the dynamic of this group and be able to just get in and feel like he has been part of the group from the get go I mean he can figure out a task and be able to provide input, he doesn't care that's or he's not afraid to voice what he thinks is his take or perspective of what has been worked on, except he has that special characteristic or uniqueness that he brings to the team that he can help with engaging in anything and not be worried he will be lost or not know what's going on, he wants to make sure that he contributes something and he always does it in a very good and polite and respectful way.

Lenora Edwards: And then some, this is a fill in the blank which is somewhat similar to the last question, when you worked with Clay you get blank and you just don't get that anywhere else, what would you be tempted to put in the blank.

Smart Ocholi: You get results,

Lenora Edwards: Wow

Smart Ocholi: You get complete results and even beyond the results you were looking for before, you get a complete package of what you're looking for and you get a professional doing what you asked them to do and he delivers in a way that he stands out among the people that he's working with be it a team effort or on the individual level effort he always delivers and I think

think the results are very much a big thing and where we do our service to the public, because our organization is a public facing organization that provides services to the entire nation and so whenever we come out people just wanna see results and that's what Clay actually stood out for, he always delivered., you will never be disappointed whenever you give Clay any task to work on and he does this in a very wonderful way that there's just no doubt about and how it was put together, how it was delivered, how it was executed and encompassing everything you can think of that a professional would do.

Lenora Edwards: Nice and if you only had 5 words or phrases to describe him, what would be your top 5, certainly they can be ones you were using during the call.

Smart Ocholi: I would say he's very trustworthy, he is very very humble., he is very easy to work with, he's disciplined and he's very respectful of everyone and very hard working to cap it all off I would say he is a very hard working person

Lenora Edwards: Oh I love it. This is great. And those are all the questions I have, except I always check before I get off the line to make sure ... if there's anything that came up for you that you wanted to tell me about, but I just didn't ask you the right question?

Smart Ocholi: I would say Clay moving on we respected his decision but it was a hard loss for us I will tell you that right now because we kind of looked forward to having him but we were respectful of that fact there were a number of family situations that he needed to make that decision, and I told him, in a heartbeat if he wanted to come back at another date, we were willing to take him back, I mean he is a very hardworking person, he is a dedicated person I see as being able to blend into any environment you throw him into and I think he is a key asset that anyone should grab and will engage into anything they will not regret that action, again like I said, he's welcome to come back any day, he's willing to come back so, that's what I will say Clay he's an asset.

Lenora Edwards: That's a wonderful testimonial, thank you so much [inaudible 00:12:15], thanks for taking time on Saturday to do this interview, I know Clay is gonna be thrilled when he sees the transcript,

Smart Ocholi: I'm glad to help, Clay anyday I told him when he needs help and whatever I can help with I'm available and I will always support any endeavors and any direction he chooses to take in this life, career wise, any direction I can help, I'm willing to help

Lenora Edwards: Very good

Smart Ocholi: And I hope everything goes great with this for him

Lenora Edwards: Great, thank you so much for your good wishes, we appreciate it,

Smart Ocholi: Alright thank you for accommodating me and sorry I wasn't able to do it on a weekday cause like I said, I have an old challenge [inaudible 00:13:01] for me as well, [inaudible 00:13:09] thank you for being able to do it on a weekend.

Lenora Edwards: It's my pleasure, Clay's a great guy and it's my pleasure to help you with both of you with this, the timing worked out just fine.

Smart Ocholi: Okay I'm glad to hear that,

Lenora Edwards: Alright take care

Smart Ocholi: Thank you have a great day, great weekend

Lenora Edwards: Okay you too goodbye

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