



## VAPOTHERM

Mr. Phillip V. Olsen, President  
Know Your Strengths  
112 Hitching Post Road  
Bozeman, Montana 59715

Dear Phil,

I can't begin to tell you how big of an impact you have made on my career and the decisions I make on a daily basis. I'll never forget meeting you in Memphis. As you may recall, I was there to meet with a colleague of yours to learn ideas for creating a leadership development program. Once I was able to learn about what you had to offer with the Proscan, it suddenly became more important than the leadership development program as the Proscan is the foundation for building a strong leader. Knowing yourself, your communication style, and the styles of the team you are building is essential to being an effective leader.

It didn't take us long to implement this at Medtronic Advanced Energy. The ability ProScan every one of our leaders and then to compile a team scan for all of our teams helped us to better understand each others strengths so that as we set out to do our work, we were able to pick the right task for the right people. There is no question this also allowed us to communicate better with one another. It made such an impact that our General Manager elected to follow similar suit with our senior leadership all in an effort to create a way to function better as a team.

Although we didn't get the opportunity while I was at Medtronic to implement a process for hiring, I'm excited to get this work done at Vapotherm. No matter what type or size of organization, hiring is one of the most important tasks a leader with perform. Having the right system in place to make every hire count is essential to success. I'm looking forward to fully implementing the plans we have discussed.

As a young VP of Sales, you have made a big impact on how I lead my team. I want to personally thank you for your mentorship both personally and professionally. I'm sure everyone you come in contact feels the same as I do regarding the impact you have made in their lives.

Best Regards,

Buck Weller  
VP US Sales

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