

## **Recommendations:**

Nicholas Foster

Credit Card Sales and Support Consultant

February 23, 2023, Nicholas reported directly to Lance

I have known Lance Rudge both professionally and non-professional these past 12 years, and strongly recommend him for your company.

Lance and I met as colleagues at U.S. Bank, and we worked together for many years as peers. As we worked along side each other I was able to see the strength of Lance's leadership with his team and with fellow peers. Lance demonstrated a strong ability to foster trust and growth mindset with his peers and his team.

Lance eventually moved into a Leadership role within U.S. Bank, that led him to be my direct manager. During this time as my manager, he showed true leadership and compassion for all employees. He was able to balance the needs of his employees, and their direct reports, with the needs of the business and the needs of the customers. Lance showed that through inspiration, coaching, and strong expectations, all employees could succeed.

Outside of work, I have gotten to know Lance, and can truly say that his compassion and leadership blend into his personal life as well. He is an advocate for all who he knows, providing mentorship, and support to any who need. I have seen Lance live his core values at many volunteer and community events, where he embodies a true servant leader mindset.

Lance is a wonderful fit for your company, because of the leadership, compassion, and drive for excellence that he seeks in all things.

This is a personal recommendation and not an official statement of U.S. Bank.

Karen Kervin

VP/Director of Operations, U.S. Bank Foundation

February 21, 2023, Karen worked with Lance but on different teams

Lance was an exemplary partner during the time we worked together at U.S. Bank, He made community engagement and volunteering a part of his leadership priorities. Lance regularly communicated the importance of investing time to support our region, and demonstrated that commitment through his professional and personal actions.

This is a personal recommendation and not an official statement of U.S. Bank.

Annette Rudge

February 19, 2023, Annette was Lance's client

When choosing a strategic partner, it's crucial to know their character in public and private. Lance is an exceptional leader who values personal and professional growth, as well as helping others achieve their goals.

He follows the "platinum rule instead of the golden rule to treat others in the way they want to be treated. "His calm demeanor during challenging circumstances is very reassuring.

Lance supported my training, developed my website and produced my professional videos, and grew my online presence by 1000% in a few short months by combining his passion for outdoor photography with my love for yoga in the outdoors. He built spreadsheets to track quantitative mood analysis and helped with my business plan to obtain a corporate contract, and referred me to his business banker for EmojiYogi.

It is truly admirable when a leader can be extraordinary at work with the highest achievement awards and apply the same energy and devotion to his family with weekly date nights and fun family days. His attention to detail with organizational strategy is evident in both his personal life and professional experience.

Jill Timshel

Administrative Assistant at U.S. Bank

February 17, 2023,

Jill reported directly to Lance

I had the pleasure of supporting Lance Rudge as an Executive Assistant for 10 years and would highly recommend him to any company seeking a dynamic leader who can drive performance and employee engagement.

Lance is a strategic leader who has an ability to influence and create a culture of leaders who are enthusiastic about their customers and the growth of their employees and

business. Lance's ability to connect with employees and learn about what drives them has helped him cultivate individual and team growth over many years. His willingness to be vulnerable, lead by example, and balance the needs of the business with the needs of his employees is staggering.

Lance taught me that being uncomfortable is how you grow, never be afraid to fail forward, always be my authentic self and be consistent in seeking new ways of doing things. These lessons have been valuable for me in my career and in my personal life. Having Lance as a leader pushed me to grow in ways that I had never imagined. He encouraged me to get involved in the community and in projects that were outside of my job duties and my comfort zone. I have become a more confident individual because Lance saw my strengths and taught me how to leverage my gifts. I am forever grateful and fortunate to have worked with Lance Rudge and would highly recommend him.

This is a personal recommendation and not an official statement of U.S. Bank.

[Aric Clapp](#)  
[Former VP Digital Banking, Aric reported directly to Lance](#)  
[February 17, 2023,](#)

I am pleased to write a recommendation for Lance, a truly exceptional executive leader whom I had the pleasure of working with during my time at U.S. Bank.

Lance is an insightful, strategic thinker who brings a wealth of experience to his work. He has an outstanding ability to communicate with and inspire his team, and his leadership style promotes collaboration, creativity, and innovation. Lance is a decisive leader who is not afraid to make tough decisions, but he always does so with great thought and care for his team and the organization as a whole.

One of Lance's greatest strengths is his ability to identify and cultivate talent within his team. He has a deep understanding of his team's strengths and weaknesses and is skilled at providing constructive feedback that helps his team members grow and develop. Lance is always willing to share his knowledge and experience with others, and he is committed to building a strong, supportive team culture.

During his time at U.S. Bank, Lance made a significant impact on my development. He inspired me regularly on projects and initiatives that helped to increase productivity, streamline operations, and enhance the customer experience. His strategic vision and

leadership skills were instrumental in helping my personal development and help the organization achieve its goals, maintaining a competitive edge in the market.

Overall, I would highly recommend Lance as a leader to any organization looking for a skilled, experienced, and visionary leader who can inspire and empower their team to achieve great things. It was a pleasure working with and for Lance, and I have no doubt that he will continue to make a significant impact wherever he goes.

Amanda Helzer  
AVP, Float Branch Manager at U.S. Bank  
February 15, 2023,

I have had the pleasure of working under Lance's leadership for the past 6 years. I have grown tremendously in my professional life and this would not have been possible without the mentorship and influence Lance has given me. Lance has the ability to encourage others to get uncomfortable and try new things. Lance has helped me identify my strengths and ultimately guided the path to the success in my career. Lance is personable and always makes you feel like you have a sense of belonging. It's easy to feel lost and like a number in corporate, but Lance always gets to know his people on a special level. Early on under his leadership I was taught to "create your brand" and how crucial this is to your overall success. It's something I have carried into my leadership with my team. "When someone hears your name, what do they think?" "When you leave a room, what do they say?" Lance has created a great brand for himself, and it shows in the success that he has had over the years. I feel blessed to have personally worked for Lance and the brand I've created for myself with his encouragement and inspiration.

This is a personal reference and not an official statement of U.S. Bank

Amar Bains  
Mid-Market Account Executive  
February 14, 2023, Amar worked with Lance but on different teams

Lance is an authentic leader who understands how to grow market share in a challenging economic environment. I had the pleasure of supporting Lance and the Portland market during my time as the Business Banking Regional Manager. One of the characteristics that sets Lance apart was his willingness to want to get to understand the different product partners that supported his market and what was important to them.

He did a great job of working cross-functionally with the different business lines within the bank and connecting his team to these business lines as well. Lance uses a data driven approach to support decision making and leads his team by helping them understand the information and how to best execute to it to achieve their common goals. He leads by example when it comes to giving back to the community and encourages his fellow team members to do so as well.

Jennifer D'Amico

Senior Recruiter for Bank of America via AMS

February 10, 2023, Jennifer worked with Lance but on different teams

Lance is a delightful Market Leader whom I had the pleasure of working for over two years as his recruiting partner for the Portland, Vancouver Market. Under his leadership, he was able to set realistic recruiting expectations for his team and gave recruiting strategic recommendations that would adhere to the bank's hiring practices. His understanding of recruiting and market insight knowledge is outstanding due to his close community involvement and ties to Portland. On top of that, Lance is great at engaging recruiting and other teammates (DM's/HM's) to participate in activities such as career fairs, interview events, and non-profit involvement and DEI Events that would not only help his direct team but other lines of business.

The positive collaboration Lance provided helped me achieve business solutions for his team while helping my personal growth by working closely with local non-profits. I was very fortunate to have been his recruiting partner!

Sheri Oberg

Project Manager

February 8, 2023, Sheri worked with Lance on the same team

Lance and I worked together on several projects, and I was lucky to call him my coworker. He has excellent leadership skills, including a contagiously calm demeanor in times of stress or uncertainty. Lance's financial acumen is beyond extraordinary. He is one of the best at deciphering trends and catalysts within a set or sets of data.

I'm grateful to have worked with Lance and highly recommend him to any company.

Joey Nix

Pacific Northwest Region Business Banking Leader at U.S. Bank Pacific Northwest  
Region Business Banking Leader at U.S. Bank

February 2, 2023, Joey worked with Lance but on different teams

In my role as the Pacific Northwest Business Banking Leader, I had the pleasure of working with Lance Rudge as a strategic partner for 3 years .

Lance is a highly engaged, forward thinking professional. He is an inspirational and collaborative leader with a genuine desire to help others.

As a consummate learner, Lance is dedicated to his employees' development as well as his own . He has launched the careers of several individuals he has mentored and developed.

Lance's genuineness and ability to take ownership has always impressed me . Lance takes his responsibility to his organization, employees, community and customers very personally and works diligently to provide the best outcome in any situation.

Lance Rudge would be a valuable asset to any organization.

Thomas Roberts

Business owner with a passion for people, innovation and  
February 2, 2023, Thomas managed Lance directly.

Lance is an incredibly thoughtful and strategic leader. In the years that we worked together he consistently demonstrated his ability to lead through immense change, with favorable outcomes. He is highly focused on results, understanding that consistent core behaviors lead to great outcomes.

Chad Seegmiller

The Modern Monk February 1, 2023, Chad reported directly to

They say everything rises and falls on leadership. During my time working for Lance I had the opportunity to rise to levels I didn't know I was capable of. He took the time to understand what was important to me, positioned me well in areas of strength, made sure I was always challenged, and supported my initiatives fully. Lance helped me

understand great leadership is when you help people reach their potential without needing the credit for their development. This ego free mindset is something often missing in corporate America and is one of many reasons why I would recommend Lance without hesitation.

[Jane Pang](#)

[February 1, 2023, Jane worked with Lance on the same](#)

I strongly recommend a strategic and results-driven leader like Lance Rudge. I had the pleasure of working with Lance for several years at U.S. Bank, collaborating on multiple business banking initiatives. As a Business Banking Market Leader, I was impressed with Lance's thought leadership and ability to strategize and execute on business plans. Lance has the ability to both command a room with his presence while also being the humblest person in it. Any organization would be lucky to have Lance on their team.

[Kristy Dickson](#)

[January 30, 2023, Kristy worked with Lance on the same team](#)

I have had the pleasure of working alongside and collaborating with Lance in a variety of roles over the last several years. We both managed branches, districts, and entire markets together as peers in Washington and Oregon. Lance is a highly motivated, strategic, engaged, and enthusiastic leader. He has a special expertise for analyzing data trends, uncovering root causes, implementing new concepts, and most importantly leading through those concepts side by side with his team. He is an active volunteer in his community and is always encouraging his team to experience the value of giving back. His candor, optimism, and can-do attitude is refreshing. Lance has a thirst for knowledge, always looking for new ways to sustain himself and his team's extraordinary performance. Lance would be a great addition to any sales leadership team, and I am thankful to have him as a resource, colleague, and friend.

[KT Poirier](#)

[January 27, 2023, KT reported directly to Lance](#)

Lance is a brilliant leadership coach and business strategist. While working at US Bank, I was looking to transfer from Seattle to Portland and my mentors connected us because he captained such a distinguished, positive, and engaged District of Branch Managers. Lucky for me, I was able to join the incredible team he was building!

He is a world-class leader coach, balancing aggressive results achievement with compassionate coaching of which I was a regular recipient of. An adept problem-solver, he rolls up his sleeves and sits on the same side of the table with you to approach complex problems in your business. Lance's ability to spin a thousand plates while maintaining his cool and making everyone feel special and appreciated is truly remarkable.

I also gained a friend and mentor who has continued to support me beyond the banking world. Even now I still reach out to him for coffee and pick his brain about business trends, negotiations, and professional development. We also chat about his adventurous weekends with his family and I love seeing the new incredible landscape photos or drone footage he's snapped (so talented!). It just goes to show that the connections he forges are genuine and he is truly invested in his employees and colleagues beyond the workplace.

Lance is the ultimate executive leader and an invaluable asset to any company!

[Andro Ghaly](#)

[AVP Financial Center Manager](#)

[January 27, 2023, Lance was senior to Andro but didn't manage Andro directly](#)

I have had the privilege to enjoy Lance's leadership for 13 years. To say that he is a phenomenal leader is an understatement. Lance is the reason why I believed in leadership due to his ability to inspire, influence, and empower those who worked with him. From sending me leadership books to read, to always motivating me to do my best. He walked the way, showed the way and led the way. Lance never failed to show me who a true leader should be. His work ethic and integrity are impeccable as he led our market to success through the pandemic which is one of the hardest times in the banking industry.

Not only did Lance provide support and guidance but he created a legacy market in the Portland Vancouver metro area resulting in many awards. One of the top achievements we were able to achieve under his leadership is becoming the number 1 bank in Oregon in market share.



Clair Oclair O·  
AVP Credit Solution Advisor II Bank of America NMLS 777576AVP Credit Solution  
Advisor II Bank of America NMLS 777576January 27, 2023, Lance was senior to  
Clair but didn't manage Clair directly

It is with great pleasure that I write a recommendation letter on behalf of Lance Rudge. He would be an asset to any organization. During my time working with Lance, I always experienced a professional working relationship and a drive for success and desire to help people develop better best practices and routines.

He is diligent in helping employees learn their roles and teaching them how to grow with the process. I was always able to turn to Lance for guidance and answers. His willingness and motivation to help others succeed is inspirational to be a better employee, partner, and leader.

Please contact me if you have any questions regarding Lance. I can be reached at 503.515.4171

Sincerely,

Clair Ohlgren  
AVP Credit Solution Advisor II  
Bank of America

Naoki Kawamura  
Treasury Management Sales  
January 26, 2023, Naoki worked with Lance but on different teams

I have known Lance since I started my career with U.S. Bank in 2000. Lance is an influential and respected leader for those who worked under his leadership. As a Treasury Management sales, I had a chance to work with branch managers who were under his team. He showed a high level of care for my success. I watched his having led the successful District for many years before he became a Regional Manager. Lance will be a great asset for an organization which is looking for making a change and showing outstanding results.