

<b>CEO/President/Managing Partner – Small Company Category</b>	
<b>Nominee</b>	
<b>Name:</b>	Greg Charleston
<b>Title:</b>	Senior Managing Director and Leader of Atlanta Regional Office
<b>Organization:</b>	Conway MacKenzie Inc.
<b>Nominator</b>	
<b>Name:</b>	Van Conway
<b>Organization:</b>	Conway MacKenzie Inc.

**Give up to three examples of how this person demonstrates Integrity:**

As a turnaround consultant and crisis manager, Greg is often placed in difficult situations. He is typically in the position of either making difficult decisions or convincing others to make difficult decisions. Greg communicates compassionately but does not sugar coat and has had many difficult discussions with business owner/clients over the years. One example relates to a client that developed a start-up division of the business that manufactured axles. After five years, the axle division continued to lose money at a staggering level. The owners of the business were quite reluctant to shut down the axle division because they had already invested so much into that line of business. Greg was in the position of having to convince these emotional owners that the axle division must be closed immediately. Otherwise, the axle division would ultimately drag the entire company into liquidation. Greg's approach was a measure of compassion combined with honest cold hard truth.

Greg is a trusted and loyal adviser for his clients. However, he will not lie or mislead on a client's behalf. Clients are told this up front. Greg was once faced with a client that had been misreporting numbers to its bank. He insisted that the client come clean and tell the bank the truth. The client was very defensive and rationalized that the lack of integrity was a necessary means to survival. Greg reaffirmed his rule about truth/misleading and further explained that he would be forced to resign if this issue was not discussed honestly with the bank. He also predicted that the honesty with the bank could begin to rebuild credibility and actually enhance the company's chance for survival. The client reluctantly agreed to admit the accounting mistreatment to the bank. The bankers were initially very upset but quickly calmed down and worked through the issues with Greg and the company management.

**Give up to three examples of how this person demonstrates Respect:**

Greg has a calming influence in extremely emotional situations. He has the reputation and credibility necessary to bring parties together to resolve very difficult financial problems. Greg has gained this reputation through a history of being truthful, forthright, and reasonable. He once worked for a company that had run out of time with its bank. The bank insisted that the company shut its doors, wind down the operation, sell assets and pay the bank with the

proceeds. Greg and his team helped the company develop a "Wind Down Plan" and presented this to the bank. Greg and his team also presented a Plan B alternative to pursue one last capital raise for the business to help keep the doors open. The bankers had been promised many times over the years that the company would bring new capital to pay the bank but it never happened. The bankers were very skeptical about this new Plan B proposed by Greg. However, because of Greg's reputation for being honest and realistic, the bank agreed to provide the company an extra 60 days to complete the capital raise. The capital raise was successful and everyone was elated and appreciative. The company remains in business today and is performing much better.

Greg listens more than he speaks which is rare for a consulting professional. Greg gains trust by listening compassionately. He asks questions, listens intently, challenges answers respectfully, and treats people right. Often Greg works with frustrated and emotional business owners. On more than one occasion, Greg has patiently borne the brunt of this pent up emotion and fear. Greg understands and does not take it personally.

Greg once told a story about his next door neighbor. Shortly after moving into a new house, Greg had some trees and shrubs planted by a landscaping company. The landscaping company had planted everything while Greg was at work. As soon as Greg pulled into the drive way, his neighbor (let's call him Joe) walked up and asked if they could talk. Greg could tell Joe was quite agitated about something. This was not unusual for Joe. Joe had lived in the subdivision for only a few short months and already had running feuds with several of his other neighbors. Joe led Greg over to a pine tree that had been planted that day. Joe pointed out that while the pine tree was not currently crossing over the boundary line of the two properties, it would only be a matter of time before the tree grew out across the line. Joe demanded that Greg have the tree removed and replaced with a smaller tree. Greg's first reaction was anger. Joe had ambushed Greg before he could even walk into his house or review the landscaping that had been planted in his yard. Furthermore, Greg knew that Joe had been looking for something to pick a fight about since Greg moved in. Joe had baited Greg on more than one occasion already and Greg had, thus far, not engaged. Greg was getting ready to call Joe out on his behavior. However, Greg was quickly able to settle down from his flash of anger and process the situation as follows: (1) Joe didn't care about the pine tree -- Joe was looking for something to fight about, (2) Greg did not want to engage in a life long feud with his neighbor, and (3) Joe was actually right -- the pine tree did not fit the space and would grow across the property line. Greg said, "Joe, you are right. I am going to have this tree removed and replanted on the other side of the house. Thank you for pointing out the issue." Greg saw a spark of shock cross Joe's face. Joe hesitated to speak and seemed confused and finally said meekly, "Well, you don't have to move it." Greg said, "I want to move it. I would like to be thought of as a considerate neighbor and I don't want a pine tree to come between us." Joe looked surprised and maybe a little disappointed. After that, Joe put most of his energy towards conflicts with other neighbors.

**Give up to three examples of how this person demonstrates Responsibility:**

Greg is the leader of Conway MacKenzie's Atlanta office. He treats everyone with respect and has little desire to be treated any differently than anyone else. Conway MacKenzie Inc. was voted one of Atlanta's 101 Best & Brightest Companies to Work For by Business Resources.

Greg has taken leadership of companies in the midst of crisis situations. Greg, on several occasions, has been in a leadership role of a company where shut down of the business was near imminent. Greg has always taken that responsibility very personally. He understands that what he can or cannot accomplish will directly impact the livelihoods of many of employees. He has lead courageously and fought tirelessly to keep several companies in business against all odds. On one occasion, Greg's company/client was in holiday shut down and did not have the money to reopen in the New Year. Greg worked non-stop from Christmas Eve (he took Christmas Day off to be with his family -- except for one conference call that evening) until January 6 to complete a transaction that saved over 700 jobs. To this day, the majority of the employees of that business have no idea how close they came to being out of work right after Christmas.

Greg is President-elect of Atlanta's Turnaround Management Association. Greg was the natural selection since he has frequently volunteered for responsibilities within the organization and is a go-to person to get things done.

**Please relate an incident or tell a story that shows how this person demonstrates Leadership Character. Examples may include professional or community involvement:**

As Chief Restructuring Officer, at separate times, for companies JT Packard and Dippin' Dots, LLC, Greg led over 500 employees through periods of financial distress and through a sale of each of the businesses. Greg frequently communicated the status of the situation to all employees and took precious time to personally reassure employees at all levels.

Here's the Dippin' Dots story that demonstrates his leadership character:

Dippin' Dots, Inc., the Kentucky-based manufacturer of one of the most recognized brands in the ice cream industry, filed for Chapter 11 on November 3, 2011. Greg was designated as the chief restructuring officer (CRO) for Dippin' Dots in March 2012 after Dippin' Dots' founder and CEO Curt Jones resigned. He was set to manage the novelty ice cream maker until the business was sold through a bankruptcy auction.

Greg played a central role assisting Dippin' Dots Inc. through its successful sale process. While CRO of Dippin' Dots Inc., he utilized his expertise to help ensure a smooth transaction, while managing operations of the facility that employs 165 people. The Dippin' Dots transaction will maximize the value for all stakeholders and allowed the company to exit the restructuring process intact.

By the time Greg arrived on the scene, the bank, the court and the other stakeholders involved in the business had already decided what the CRO could be expected to accomplish with Dippin' Dots:

- Take over the leadership of Dippin' Dots and run the day-to-day operations.
- Convince a loyal group of Jones' employees to cooperate with the CRO to operate the business.
- Work with the investment banking firm to find a buyer for Dippin' Dots and close the sale in 10 weeks. (The senior lender had committed to 10 weeks' worth of funding and no more.)
- Determine a way to sell Dippin Dots Inc. separately from the franchising affiliate, Dippin' Dots Franchising LLC, which had contractual relationships with more than 125 franchisees representing more than 40 percent of the business's revenue.
- Work with a frustrated group of franchisees to keep them on the reservation while we worked through a transaction.
- Keep customers and vendors calm as we entered into the summer season with Dippin' Dots' future highly uncertain.

On Friday, May 18, Dippin' Dots, Inc., had been sold to an Oklahoma-based entity funded by private capital, and Greg's work was completed soon after.