

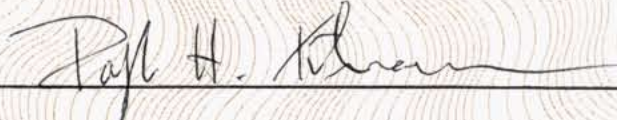


KILMANN DIAGNOSTICS
HEREBY CERTIFIES THAT

Molly Smith

HAS MASTERED THE THOMAS-KILMANN
CONFLICT MODE INSTRUMENT

MARCH 23, 2020



RALPH H. KILMANN