

Strategic Planning Meeting — Rally the Troops — July 2014

Team:

The Computing Services Leadership Team is having a multi-day workshop in Palo Alto the week of July 21. Interim PMPs are now complete and it's time for us to spend some uninterrupted time together creating a corrective strategy that will take us through the remainder of this year.

I think we all can agree that 2014 has presented many challenges for Computing Services. Challenges are *not* necessarily bad things, unless they are ignored. Whenever we encounter obstacles to our success, it's a signal that immediate changes and improvement are necessary. And I'm confident that we can resolve these issues *if* we put our heads together and brainstorm for solutions.

You're in the "front lines" serving our customers and I know you have great, innovative ideas. That's why I'm asking all of you to think about where we — as an organization — can improve. But let's be clear! I'm looking for specific plans based on facts, not mere complaints.

Before the Leadership Team meets, *Mickey Mouse* and *Minnie Mouse* will be conducting a pre-workshop assessment with all Computing Services resources. Mickey and Minnie need your explicit thoughts about:

- What our department *is doing well* and should, therefore, continue doing.
- What processes and procedures *are not working well* and we should, therefore, STOP doing.
- How our department can *be more efficient*.
- How our department can *make our existing customers happier*.
- What our department can do to bring in *more revenue* — new and existing customers.
- How our department can *gain more new customers*.

Based on your input, the Leadership Team will create an action plan (that we will share with you), which will take us through the rest of 2014. My vision for Computing Services two-fold:

1. **My first priority is creating a stabile, sustainable and repeatable operating rhythm for our common service.** In many respects, the Computing Services has already left the Common Service station and that's very dangerous position to be in. As an organization we're traveling at a very fast pace, all the while trying to ensure that our train remains on the track. We, therefore, cannot waste any time identifying and implementing whatever improvements are needed to stay on course.
2. **Once we've stabilized our course, we will make advancements and take Computing Services in a new, innovative direction.** Stabilization *does not* mean becoming stale and irrelevant. Our department needs to be a trailblazer within our company. We cannot, however, become true innovators until we have met the first priority—stabilization.

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Speaking of stability, I'm painfully aware that the journey and process for hiring the new manager over the Computing Services— my replacement — has been a very long and difficult process. So I am happy to announce that we have finally identified a new manager. Once that person has accepted the position, I will be distributing a formal announcement. My goal is to have that new manager on board when the Leadership Team meets in Palo Alto the week of July 21.

Regardless of what your position may be, all of us play a significant role in Computing Services success. Thank you, in advance, for helping Computing Services become a Lean, innovative and stable organization. I look forward to receiving your input.

INSERT SENIOR LEADER'S SIGNATURE LINE