

E.C.

I N T E R O F F I C E M E M O R A N D U M

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Date: 28-Jul-1989 09:12am EDT  
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TO: See Below

Subject: UNIT MANAGER'S MANUAL

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We at Digital like to think that we have less red tape, more informality and better communication than other companies. We make ourselves believe this by not writing down the red tape. The result of this is that we often end up with more red tape because each level of the Company feels they have to generate their own red tape through rules, regulations and their own control. These sometimes compound each other, and sometimes we suffer because they're inconsistent and different between levels and between parts of the Company. I'd like to, in one manual, which we'll call the "Unit Manager's Manual", list, in outline form, all the controls we impose on the field. These should be consistent and standard through all of North America and probably much of the world. I'd like this part of the book to be developed by Jim Osterhoff and signed by him.

Today some places have six signatures or twelve signatures and you can see how low levels will do this in order to have safety. If a senior man takes responsibility and signs his name to the controls, he then can make them simple and straightforward and not have lower levels worry about their own security.

Today we send sales people to school for sales skills; but we seem to feel that unit managers and district managers don't need this, and we leave them free to develop their own rules, regulations, and red tape. It's also true that many of them never learn sales skills, definitely didn't learn the sales skills that we teach our salespeople, and they've never been taught project management or even the basic concepts of management.

I'd like one section of this book to outline the principles of management and another section to outline project management so that people can treat each sales goal as a project and also run

major systems projects.

Part of this should also be reporting so that there is a standard Digital way of reporting in each office and also a standard way of keeping records. This way we can move people between different parts of the Corporation, and each office will be done the same way.

Each section should be laid out in simple outline form so that it is easy to grasp and easy to find.

By defining the unit manager's job, we will, at the same time, automatically be defining the district manager's job.

There should be a chapter on sales philosophy. Do we run each unit or each salesperson in a business-like way where they keep control of their expenses and their yield and they are motivated to do a professional job, or do we keep beating on them for more?

We should also outline in one place all the regulations, rules and concepts for our various and sundry rewards. They should all be in one place so that we can see the foolishness or wisdom of them and so the salesperson can understand them.

We should probably get a hold of an IBM manual or manuals and take the best out of these. There is also a number of good concepts in the book, THE IBM WAY--probably the most important concept was that the whole corporation is done the same way. We should be able to do this without limiting creativity and individual responsibility. In fact, not having everyone invent everything and protecting themselves with red tape, should encourage creativity in those areas where it is important.

We should lay out clear, simple concepts for loaners, discounts, allowances, and so forth.

We should also describe the use of computers in selling. How do we expect people to have available computers built for them to learn and do their job and for them to demonstrate to their customers?

John Sims should have a section on personnel records and reviews so that there is a standard system for keeping records, for having automatic reviews and to state exactly what the policies are.

The result of this should be, in the next few months, a one-week course for all the unit managers and all the district managers in the USA and Canada. We should send them the book first, and then give them concentrated training which would include products, architectures and concepts, in addition to all the management things needed to do their job.

KHO:sls  
KO:3242  
(DICTATED 7/26/89 BUT NOT READ)

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