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

Doc. No: 029967
Date: 30-Jul-1992 08:43am EDT
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TO: See Below

Subject: UNDERSTANDING BUSINESS UNITS

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My Vice Presidents will never understand Business Units. All they understand are functions with power.

My Vice Presidents will never understand the responsibilities of a Committee.

When you give responsibility to a Business Unit and they lay out a plan, they are responsible for it. They can be told several times to do it over again, but the Committee never tells the Business Unit what it can or cannot do because the Committee is never responsible. The plan may be redone many times, but when the plan is accepted, the Business Unit is responsible.

When a plan is reviewed, the questions should be prepared by both sides of the question and the agreement formally presented, preferably ahead of time, on paper.

It is absolutely inconceivable that a Committee would make decisions for a Business Unit. It is absolutely inconceivable that a Committee would make a decision without giving them a chance to explain in detail how the plans fit together.

KO:7537
(DICTATED 7/29/92 BUT NOT READ)

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