



Advanced Cardiovascular Systems, Inc.

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October 1, 1992

Roger Connors & Tom Smith
Partners In Leadership
36026 Ravello Court
Murrieta, California 92562

Dear Roger & Tom,

I am writing to you in order to share my appreciation for the work you have done with our company, and to share my excitement over the new book you are writing. The concepts you have shared with us, especially those surrounding accountability, have proven to be truly valuable. Not just the ideas, but the ways you communicate the ideas through a process of experience and personal reflection is both unique, and very effective. I can't wait to see the book, and experience through the story new insights into the power of accountability within an organization.

As I'd shared with you during our last meeting, my staff has taken the basic ideas you brought to us and created a model by which we can lead and manage our organization. At the heart of the model is accountability, and the need to provide feedback-both appreciative and constructive-to reinforce accountability, and foster alignment throughout our company. I sometimes wonder what our society would be like if we were all accountable citizens, not just responsible citizens. You have broadened our perspectives beyond the limitations of our responsibility, to the opportunity that we could realize through greater accountability.

You may remember that when you first began working with our Manufacturing organization, product quality was a significant challenge for us, and getting everyone to realize that we were deeply committed to its improvement was preventing our progress. The ideas you shared with us, and how we used them to rally support for our quality improvement objectives has resulted in truly remarkable results. In September, our customer complaint level was at the lowest level in our history, approximately one fifth of what it was three years ago when you began working with us. Today, we see that we may be able to achieve a ten fold reduction in complaints over a seven year period if our progress continues at its present rate. No one would have believed this was possible when we first began. Only when everyone feels accountable for quality can this type of improvement be realized.

Once again let me thank you for the valuable help you have given our company, and wish you the best of luck with your new book on accountability. A former mentor of mine had the habit of buying his staff books for Christmas. It was his way of expressing commitment to their professional development. I have taken to this habit myself, and would like to put on reserve copies of your new book for my staff when it becomes available. I can't think of a better way to both celebrate our past success, and invest in its perpetuation. Thanks again and best of luck!

Sincerely,

A handwritten signature in cursive script that reads "Steve".

Steve Johnson-Vice President, Manufacturing
Advanced Cardiovascular Systems, Inc.