



**R. Frederick McCoy, Jr.**  
Chief Financial Officer

June 16, 1992

Mr. Roger C. Connors  
Mr. Thomas A. Smith  
Partners in Leadership  
36026 Ravello Court  
Murrieta, CA 92562

Dear Roger and Tom:

Essential among the concepts of the Partners in Leadership process is feedback. Now that we are underway with our roll-out to all employees, here are a few reflections.

First, the Partners in Leadership process is the foundation upon which ownership down through our division is built. The concept and application of "accountability" is delivering more empowered, confident behavior from every member of our division leadership team. We are planning, executing, and meeting adversity at least twice as effectively. "Accountability" is a crisp, memorable concept which resonates with those at all levels. It is the most powerful single leadership tool I have ever encountered.

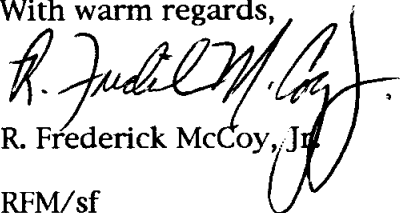
Second, the Partners in Leadership process is forcing a healthy reflection among company leadership about the experiences that we create for our people. The dependency that beliefs have on experiences is also a crisp, memorable concept. We are already getting better behaviors and results as a direct consequence.

Finally, the Partners in Leadership process is delivering the desired cultural transition in our company. People understand and own our need to move to "C2". Again, the concept is crisp and memorable.

Taken as a whole, Partners in Leadership is the most exciting leadership process that I have utilized. My comments here are uniformly positive because my experience with Partners in Leadership concepts has been uniformly positive. Knowledge of these concepts may become a prerequisite for enlightened leadership at every organization in need of change and renewal.

Thank you for delivering such a powerful leadership instrument to our company.

With warm regards,



R. Frederick McCoy, Jr.

RFM/sf

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