

**Harvin, Kymn R.**

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**From:** DeNight, Robert W.  
**Sent:** Wednesday, February 26, 2003 1:56 PM  
**To:** Harvin, Kymn R.  
**Subject:** FW: Impressions from Weds Mtg

Here it is.

-----Original Message-----

**From:** DeNight, Robert W.  
**Sent:** Thursday, February 20, 2003 7:06 AM  
**To:** Keiser, Harold  
**Subject:** Impressions from Weds Mtg

Harry,

I will try to word this one carefully, so here it goes.

Tim did an excellent job at describing what accountability and the management team's job is. His models and examples were good. He also went over the shots on goals that we had. In other words we got lucky in Jan to get the performance results that we got. It lasted about 2 hours and was more of a presentation than an interaction. I think many of us saw some tools we could grasp onto and use as part of our corporate conscience. I learned something about complacency when Tim went over the NRC indicators. There is one that we took our eye of the ball on.

The second part was a breakout session to see if the managers could link several pieces of the indicators together to see how they relate to the "big" picture. I am not a big fan of these since I typically don't get that much out of them. Larry summed it up appropriately at the end. It is not about the conversations and how we can articulate the conclusions drawn in these breakout sessions, it is about our results on the island and he doesn't see that we get them so let's use what we learned tonight.

So my feedback to you on the meeting is this. I see that the purpose of the MRM is to ensure that the management team all have the relevant information to ensure they understand how other indicators and their trends should be impacting their areas of influence and the decisions they make. It is also an opportunity for us to demonstrate to you that we've got it. I don't know if that happened last night.

My opinion is that we have an ineffective management team here. I believe that is because a small number of managers/supervisors are incompetent. These folks drive the culture and cause the good managers to do more stakeholder relations and to step into the voids created by the others absence. This causes unclear roles and responsibilities and breeds anarchy to some extent. Typically the folks that even choose to show up are the better managers and all the speeches will not change the folks that are dragging us down. Last night will make some of the better managers better, that is a fact, I know I learned a lot, but it will not solve what I believe are your issues with the MRM. Next month will tell however. I look forward to being wrong on this one since that will mean this place is getting better.

Respectfully,  
Rob DeNight

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