

Network Appliance 2001 Goal

Network Appliance will double its net profit each year from FY 1996 through FY 2001, lead the fundamental market shift to the appliance model through demonstrated product superiority, and obtain the number one global market share for network file servers.

Creating a Model Company

We have a Company commitment to cultivating the respect of our customers, shareholders, employees and the industry by achieving market leadership through products which offer distinctive value versus the competition. The innovation appliance philosophy behind our multiprotocol filers is the foundation for our exceptional value.

Our customers success is at the forefront of this commitment and their loyalty is our primary objective.

Our shareholders benefit from the distinctive value we offer through predictable performance and significant growth in revenue and profits.

Our employees are special, performance-oriented people who operate in an enjoyable, supportive environment and who are recognized and rewarded for their achievements and contributions.

Trust and Integrity

Individually and collectively we are committed to earn the trust and confidence of our teammates and to always act with an absolute commitment to the good of the whole. Team interactions are based on candor, honesty, openness and respect for the individual.

We strive to obtain the confidence of our teammates, our employees, our customers and our shareholders that we deliver on our commitments.

Leadership

We believe that leadership is the defining and articulating of a shared vision and values, and the motivation of individual effort into a team dedicated to pursuing and achieving that vision.

Simplicity

We embrace the Einstein principle that everything should be as simple as possible, and no simpler. Our objectives are clear, succinct, quantitative and time-bounded. Organization structure and processes are streamlined and devoid of bureaucracy.

Teamwork & Synergy

We believe that collaboration of individuals into a collective effort:
-based on shared objectives
-where each individual realizes personal success
-involving mutual support
will optimize results.

We operate in a collaborative style based on respect for each person's views, deriving synergy from the skills and ideas of all participants. We strive for win/win solutions to issues and problems.

Getting Things Done (I.e. Winning is Everything)

Focus on Results:

- *action orientation
- *follow through
- *meet commitments

Techniques for Execution:

- *creativity
- *do things new ways
- *don't be tradition bound
- *take risks/learn from failure
- *fair reward for performance

Expect Excellence:

- *Quality
- *Timeliness
- *Efficiency
- *Cost Effectiveness
- *Profit

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Network Appliance Executive Staff Values

Creating Something Special:

We as a Company are committed to garnering the respect of our customers, employees, shareholders and the industry as a unique Company which provides exceptional value. We have a total commitment to customer success and to earning their loyalty. We will achieve market leadership through products which offer distinctive value versus the competition such as the appliance philosophy, multiprotocol filers, and other innovative solutions.

Our employees are special people who are performance-oriented, operating in an enjoyable, supportive environment and who are recognized and rewarded for their achievements and contributions.

Our shareholders recognize that we offer distinctive value through predictable performance and significant growth in revenues and profits.

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Return-Path: <henry@netapp.com>
X-Sender: henry@netapp.com
Date: Fri, 15 Nov 1996 10:52:16 -0800
To: dan@netapp.com
From: Linda Henry <henry@netapp.com>
Subject: Wordsmithing 101

Below is my first attempt at minor editing to condense language and get rid of what I call yuck words. I figure there will be much discussion and chances for more wordsmithing after you all return next week.

Linda

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ACTION STEP: FEEDBACK

Each team member will write a written balanced summary of their feedback, addressing the following issues:

1. Team Work
2. Openness
3. Candor
4. Goal/Priority Orientation
5. Results Orientation
6. Conflict Management
7. Effort
8. Conviction
9. Strategy/Visioning
10. Supportiveness
11. Leadership

In addition, each team member should develop one to three action steps they will commit to in order to address opportunities/areas for improvement.

The summary and action steps should be presented in writing to the rest of the team by 2/15/96. Progress and problems on the action steps will be reviewed by the team by 5/15/96.

ACTION STEP: BUSINESS REVIEW MEETINGS

This team will streamline and focus the business review meetings.

- Each team member will review the data they are presenting with Dan to hone and improve the data by March 1, 1996.
- The cut off date for data is the end of Fiscal Month.
- Michael will redline/greenline the financials.
- Team members should also highlight key issues on the data.
- Publication materials will be delivered to Michael by the 2nd Wednesday of the month.
- The data will be published the Friday before the Business Review Meeting.
- The Business Reviews will take place on the 3rd Tuesday of the Fiscal Month at 8:30 a.m.

This will be implemented March 1, 1996

ACTION STEP: STAFF MEETINGS

1. Meeting Agenda:

Each team member has the right and responsibility to identify agenda items. Minimally, each team member should provide at least one (1) agenda item per month. Special consideration should be given to identifying issues that have inter departmental and strategic impact and creating discussion opportunity for setting direction and philosophy.

Dan will set a tentative agenda one (1) month in advance with a final agenda the Thursday before. Staff meetings will be held twice a month on Wednesday at 8:30 a.m.

2. Preparation:

In identifying agenda items, some direction should be given to guide how team members can best prepare for the discussion that each team member has the responsibility to prepare.

3. Decision Making:

When issues are discussed, team members should be conscious of their own readiness to make a decision. If time is needed to mentally process, reflect on the issue, collect data, check with subordinates, then this should be made clear and the issue tabled.

4. Document Decisions:

Once a decision is made, it will be recorded in writing on the flip chart (or overhead) in writing. The action step should record the decision, date and delegation.

5. Critique the Meetings:

During team meetings, Dan will conduct at least one (1) periodic critique midway through the meeting and a post-mortem critique. In addition, each team member has both the right and responsibility to call for a critique if they feel the process is off course.

ACTION STEP:

Dan will refine the 5 key objectives with more specific measurements and distribute this by 2/9/96. Each team member will identify their 5 key objectives incorporating where appropriate the corporate 5 key objectives and have these ready for presentation to the team by 2/27/96.

ACTION STEP:

- We are committed to obtaining customer input for any major new products.
- Marketing and engineering will build time and budget into the product life cycle.
- Marketing will be responsible for collecting customer data.
- Sales will support marketing by arranging customer visits.

ACTION STEP:

- Mark will develop a plan that defines his organizational structure, staffing requirements, and short term (within 90 days) and long term priorities (FY 97).
- This will specifically define his commitment to sales support.
- Mark and Tom will meet by 2/6/96 to review the plan and Tom will determine what additional marketing support sales requires and augment Mark's plan with sales resources.
- Mark and Tom will then meet with the area sales teams to present the plan.
- Tom is committed to positively representing marketing and corporate to the field sales force

ACTION STEP:

Marketing will get input from sales for any decision regarding pricing or important features that impact functionality. Mark will contact Tom and Mike who will within 48 hours obtain field input on the issue.

ACTION STEP:

Mark will develop a position paper that defines Network Appliance's strategy regarding look, feel, and corporate image. This will be presented and reviewed by the executive staff by 3/1/96.

Once there is agreement, members of the executive staff (Dan, Mark, Randy, Helen, Mike, Mike Tom, Dave, James) will conduct customer visits that will include a scripted process to obtain customer reaction.

Following this, the executive staff will have a "Blue Sky" discussion and Mark will develop a final statement on look, feel, and corporate image by 4/15/96. Tom will communicate/sell this to field sales.

ACTION STEP:

In order to assure a more consistent exposure of the executive staff to the customer, Tom will develop a proposed plan to present to the executive staff by 2/26/96.

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