

COMPAQ *Services: A New Beginning*

Employee Handouts

This section provides handouts and key messages to inform, engage, and excite our Compaq Services employees.

COMPAQ Services: A New Beginning

Building a Common Language

This section defines some commonly used terms within the Services Division. Creating a common language is a step towards building a common culture.

BUILDING A COMMON LANGUAGE (con't)

RASCI Chart	A RASCI (Responsible, Approve, Support, Consult, Inform) Chart is a responsibility matrix that identifies who will do what work and shows the relationships or dependencies among the people doing the work.
ROIC	<p>Return On Invested Capital. The basic principle of ROIC is to achieve improving returns employing an increasingly efficient net operating asset base. ROIC will be a measure in the planning, budgeting and reporting process in the new Compaq Services organization. ROIC is calculated as:</p> $\frac{\text{Operating Profit} \times (1 - \text{Effective Tax Rate})}{\text{Average Invested Capital}}$
SOHO	Small Office Home Office
Team Norms	Team Norms are agreed upon ground rules or "norms" of acceptable behaviors for members of a workgroup or team. These norms determine team interaction in the completion of work.
Working Theory	The working conclusions derived from Corkscrew Analysis.

MERGER REFERENCES AND RESOURCES

MERGER AND ACQUISITION QUIZ

Gemini Consulting is a global company that works with organizations to develop strategic visions, implement and deliver the right solutions, and help clients achieve results that exceed their expectations. They have created an interactive quiz that will test your knowledge about mergers and acquisitions based on what they call the "Seven Deadly Myths of M&As." The quiz also includes mini-case studies that provide additional learnings about mergers and acquisitions.

You can find the quiz at the following URL:

<http://www.gemcon.com/maquestion/todfrma.html>

Navigating Through Change

By Harry Woodward. Burr Ridge, IL: Irwin Professional Publishing, 1994

After Shock: Helping People Through Corporate Change

By Harry Woodward and Steve Buchholz. New York, NY: John Wiley & Sons, Inc., 1987

The Art of M&A Integration: A Guide to Merging Resources, Processes, and Responsibilities

By Alexandra Reed Lajoux. McGraw-Hill, 1997

Managing Mergers Acquisitions and Strategic Alliances: Integrating People and Cultures

By Sue Cartwright and Gary L. Cooper. Butterworth-Heinemann, 1996

Managing the Merger: Making It Work

By Phillip H. Mirvis and Mitchell Lee Marks. Prentice Hall Trade, 1991

After the Merger: The Authoritative Guide for Integration Success

By Price Pritchett, Donald Robinson, and Russell Clarkson, 1997

The Services Agenda

Welcome
to the
NEW WORLD
of *Computing*

- 1 Be #1 in customer satisfaction and loyalty
- 2 Create new opportunities for partners to sell and deliver services
- 3 Continue to attract the best talent and be the IT Service employer of choice
- 4 Expand share in high growth markets and in target industries
- 5 Grow to be a \$15 billion, Tier 1 Service provider by 2002

COMPAQ

COMPAQ Services

Compaq Services

**First in a new breed of
IT Service Providers**

COMPAQ Services

- **First in a New Breed**
- **Changing Customer Demands**
- **Integrated, lifecycle solutions**

COMPAQ Services

First in New Breed...

COMPAQ

- World-class partnering
- Reseller channel innovation
- Volume solutions model
- Market leader

TANDEM
a Compaq company

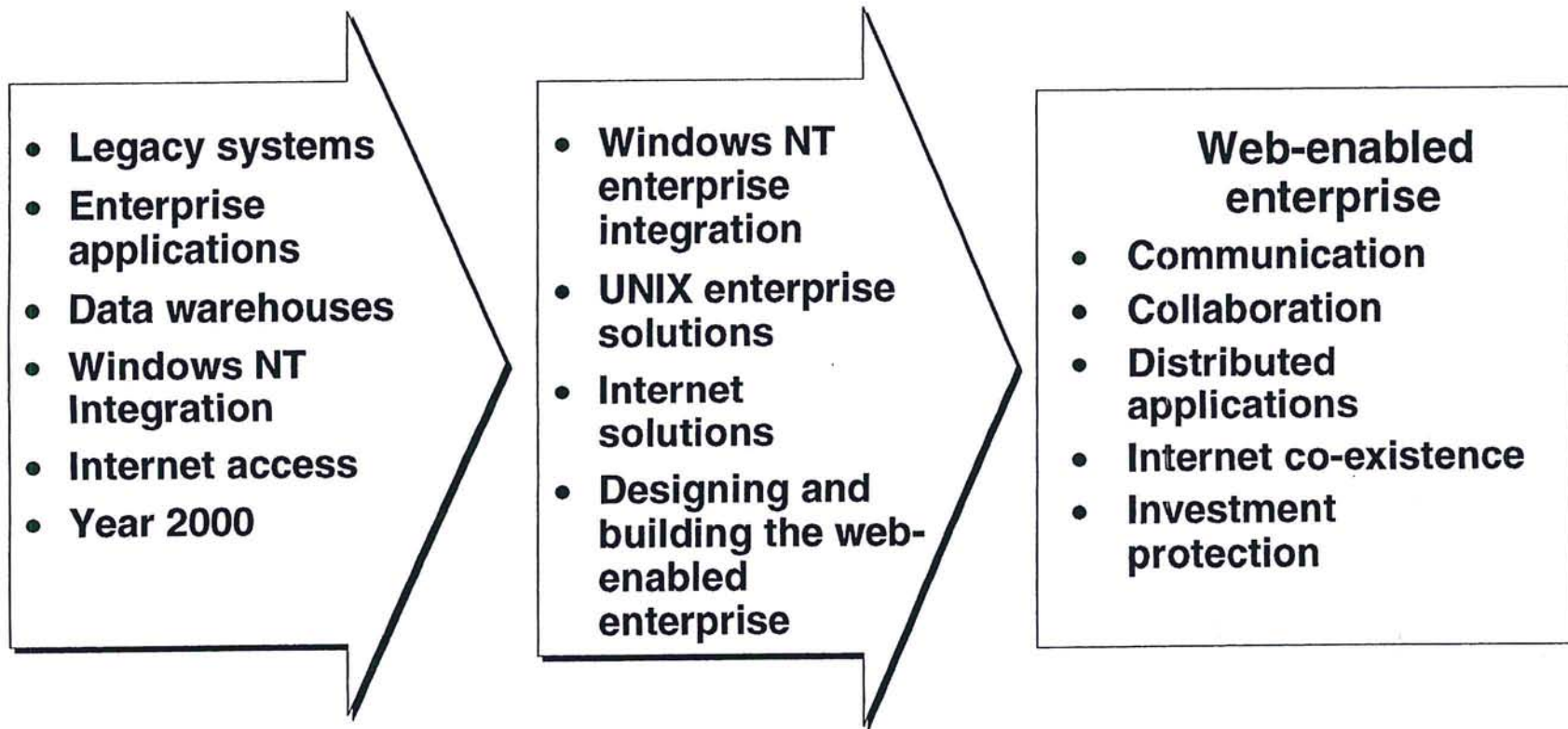
- Non-stop computing
- Professional Services
- Industry focused solutions
- Enterprise alliances

digitalTM

- Global delivery
- Experienced professionals
- Integrated lifecycle solutions
- Strategic service alliances

..of IT Service Provider

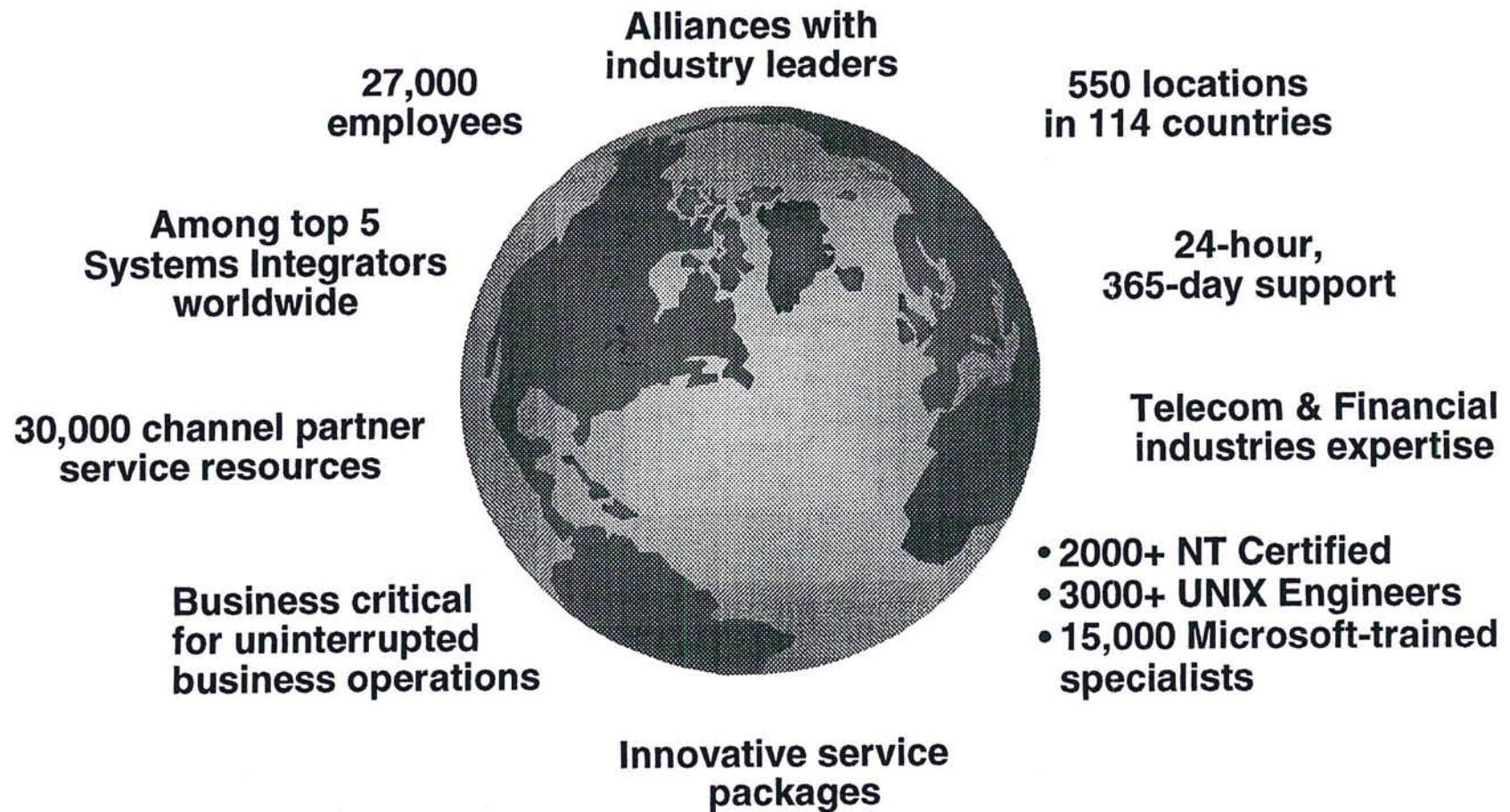
Bridging the Gap



Investment Protection ☐ Time-to-solution ☐ Total Cost of Ownership

COMPAQ Services

Worldwide Capabilities and Expertise



Market Opportunities

- **Support and availability**
 - \$145 billion by 2000
- **Network and systems integration**
 - \$130 billion by 2000
- **Operations management**
 - \$70 billion by 2000

The Services Agenda

- 1 Be #1 in customer satisfaction and loyalty**
- 2 Create new opportunities for partners to sell and deliver services**
- 3 Continue to attract the best talent and be the IT Service employer of choice**
- 4 Expand share in high growth markets and in target industries**
- 5 Grow to be a \$15 billion, Tier 1 Service provider by 2002**

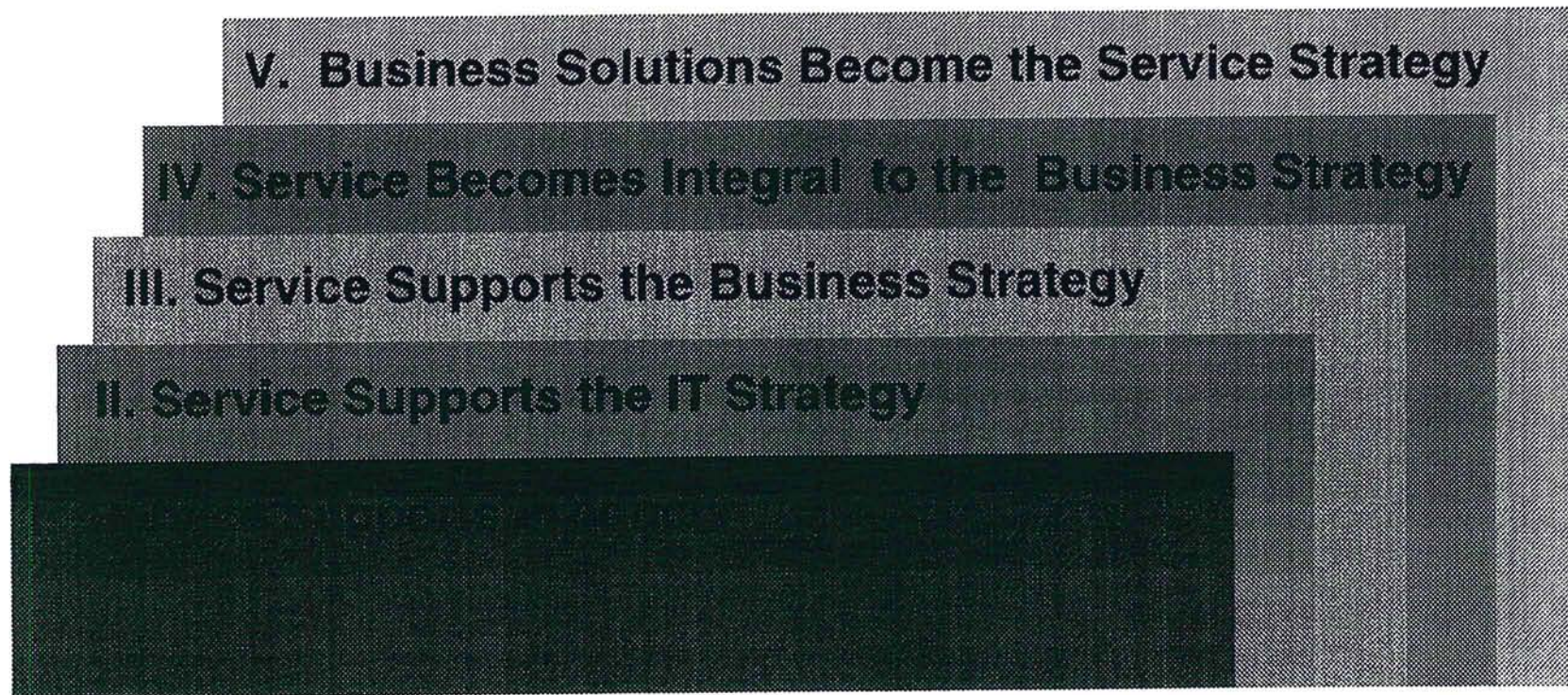
COMPAQ Services

- **First in a New Breed**

- **Changing Customer Demands**

- **Integrated, lifecycle solutions**

Extending IT Service Value



Source: Gartner Group

COMPAQ Services

Customer needs

Customer Requirement

- Global solutions
- Faster time-to-solution
- Lower cost of ownership
- Lifecycle services
- Seamless partnering

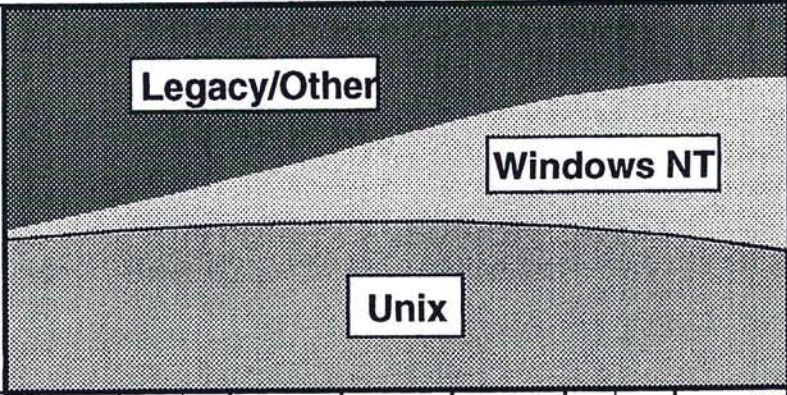


Service Provider Capability

- Extensive worldwide capabilities
- Experience
- Rapid standardization / simplification
- Integration of standards-based solutions
- Breadth of capabilities / multivendor solutions
- Commitment to partnerships / consortia

COMPAQ Services

Experience: Proven Track Record

<i>Business / IT Need</i>	<i>Compaq Solutions</i>	<i>Leadership</i>
Selected Business Applications	<ul style="list-style-type: none"> • Mail and messaging • Datawarehousing • Enterprise applications • Application development and integration • Selected vertical solutions 	<ul style="list-style-type: none"> • #1 Systems Integrator (Computerworld customer satisfaction survey of 15,000 IS managers) • Migrated over 2 million users to Exchange
Internet	<ul style="list-style-type: none"> • Internet infrastructure and security • Web-enabled applications • e-commerce • Management and support 	<ul style="list-style-type: none"> • Manage the Microsoft Network • #1 Provider to ISPs • Completed 20,000 projects successfully
Infrastructure	 <p>The chart illustrates the market share of different operating systems over time. The x-axis represents years from 1995 to 2002. The y-axis represents the number of users. The chart is divided into three areas: Legacy/Other (top, dark grey), Windows NT (middle, light grey), and Unix (bottom, medium grey). Windows NT shows a steady increase in user base, while Unix and Legacy/Other show a slight decline or stability.</p>	<ul style="list-style-type: none"> • Migrated over 3 million users to Windows NT • 2,000+ Microsoft Systems Engineers, #1 in the industry • Industry-leading connectivity tools for Unix/NT and OpenVMS/NT

COMPAQ Services

Unique Worldwide Service Network

COMPAQ SERVICES

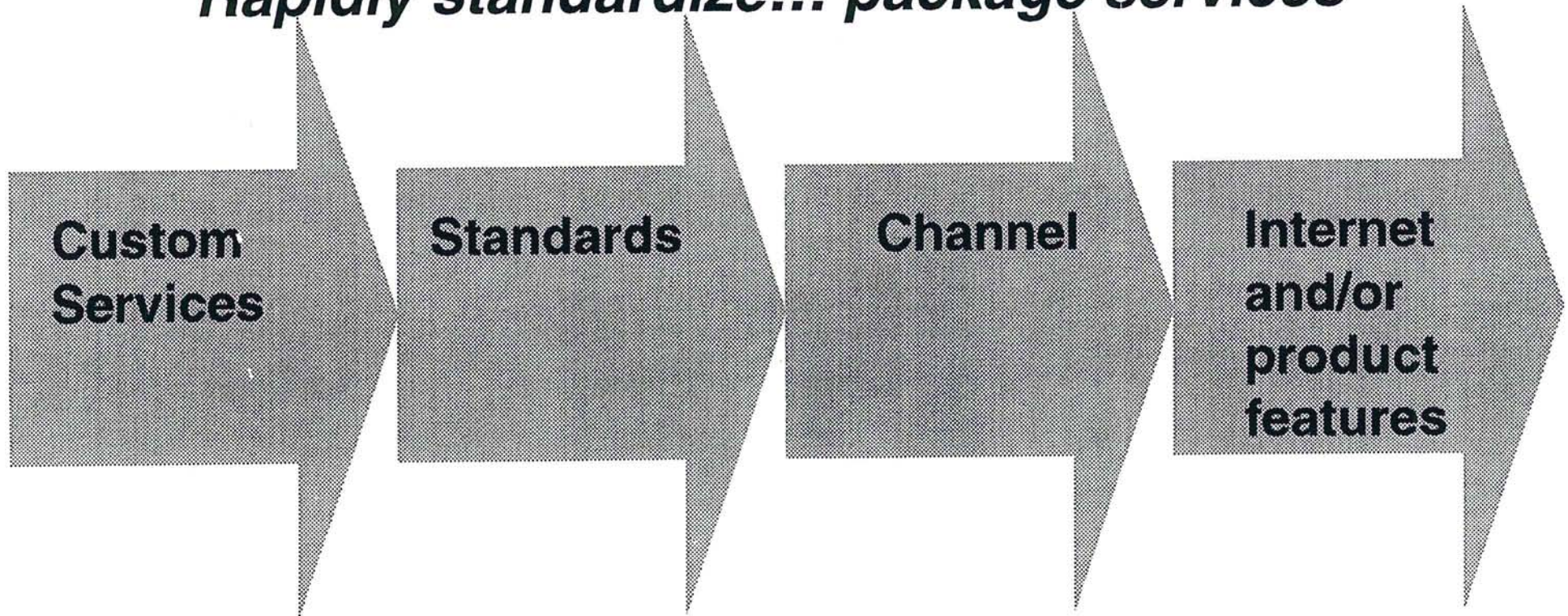


Quality...Flexibility...Coverage...Experience

COMPAQ Services

Custom to Volume Strategy

Rapidly standardize... package services



...achieve high volume

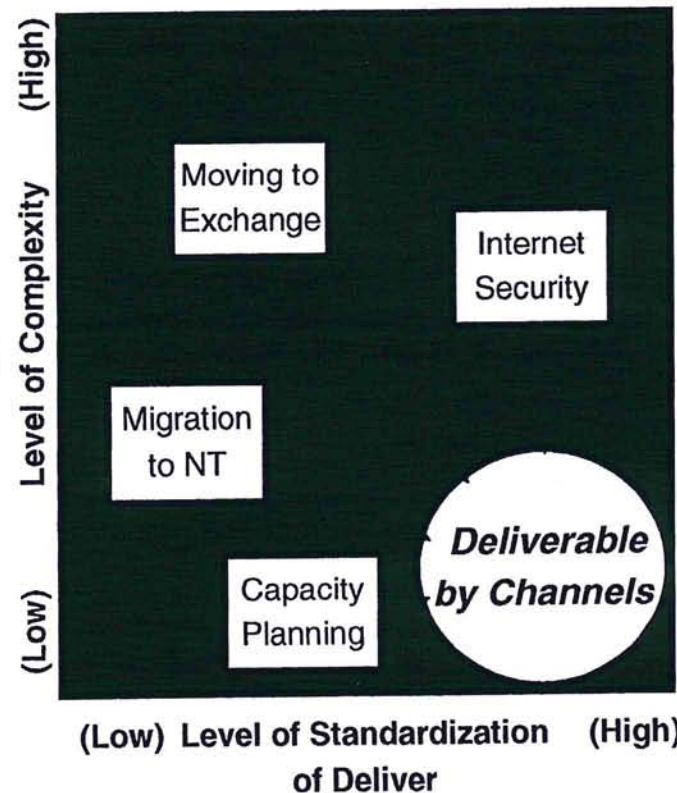
COMPAQ Services

Custom to volume model

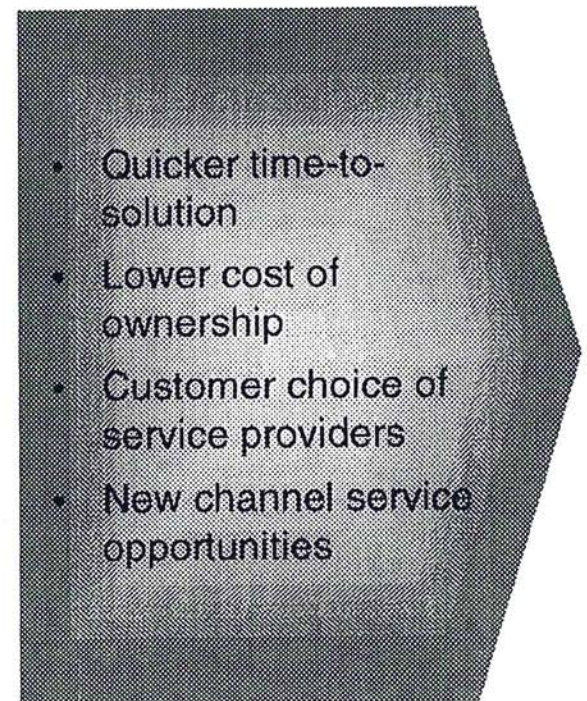
Through...



Compaq will enable the channel



Resulting in...

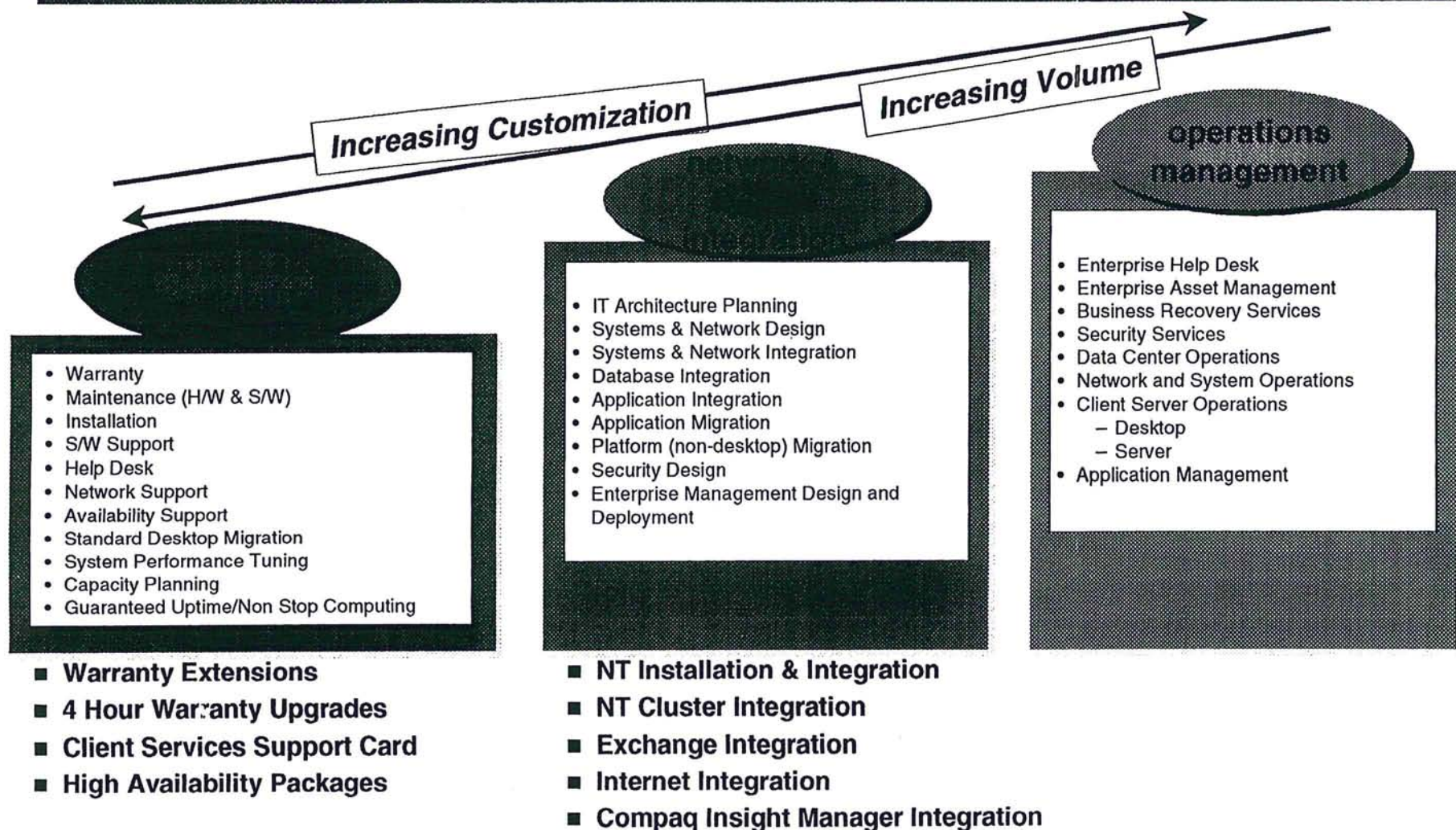


COMPAQ Services

- **First in a New Breed**
- **Changing Customer Demands**
- **Integrated, lifecycle solutions**

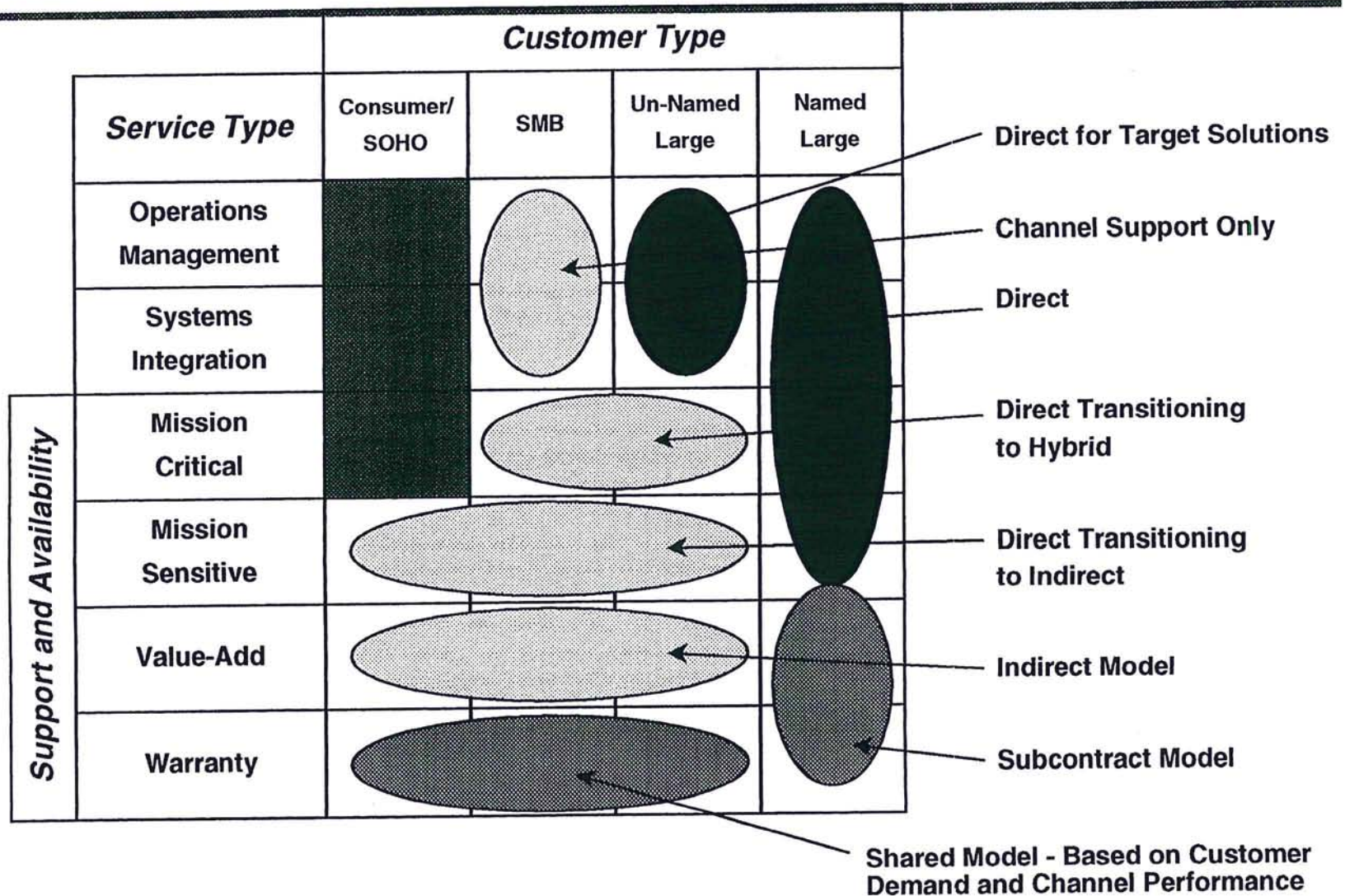
COMPAQ Services

Services Portfolio



COMPAQ Services

Go-To-Market Model



COMPAQ Services

Services Channel Sales Model

(support and availability)

Service Type	Customer Type			
	Cons./SOHO	SMB	Large	Named
Mission Critical	N/A			
Mission Sensitive	N/A			
Value-Add				
Warranty				

Direct Sales

- Want single point of contact
- Require vendor accountability
- Easy to reach with direct sales force

Channel Sales

- Compaq will provide certification/ training / audit / pay for performance/ etc.
- Compaq will take leadership for back-up support in key functions: logistics, call centers, some delivery, etc.
- Leverage lower cost structure of partners to reach these accounts

Packaged Point of Sale

- Want single point of contact

Warranty

COMPAQ Services

Code of Conduct

- Compaq will operate in a consistent, predictable and fair manner with its partners (regardless of size): pricing, information disclosure, subcontracting
- Compaq will quote Direct if customer requires vendor accountability as an important principle for purchasing HW products
- Compaq will treat a channel partner as a competitor if the partner is not promoting Compaq products or services
- Compaq will respect incumbent channel position within each account and will disclose in advance its intentions to bid separately
- Compaq will subcontract based on merit, customer satisfaction, and fair distribution of work

COMPAQ Services

Win-Win-Win for Customers, Channels, and Compaq

WIN - WIN - WIN

Customers

- Vendor accountability
- Total solutions
- Global service delivery
- Consistent, high quality service
- Flexible model which meets customer needs in any market

Channels

- Deliver or sell services as key margin contributor
- Supported with tools, training, information and infrastructure
- Ability to move up into high-end product & services
- Rewarded for

high quality
service delivery

- Services that enable product sale
- Enhance valuable channel partner relationships
- Increase customer satisfaction
- Increase presence with customer

COMPAQ Services

Competitive Advantage

	<i>Andersen</i>	<i>Compaq</i>	<i>EDS</i>	<i>HP</i>	<i>IBM</i>	<i>Unisys</i>
Global	✓	✓	✓	✓	✓	?
Multivendor	✓	✓	✓	X	?	?
Flexible	X	✓	X	✓	?	?
Alliance-Centric	?	✓	X	✓	X	?
Technical Competence	?	✓	?	?	?	✓

COMPAQ Services

Why we will win

- **Unique, worldwide network**
- **Enterprise experience**
- **Standards-based, lifecycle solutions**
- **Global reach, local relationships**
- **Strategic industry alliances**
- **Focus on high growth markets**
- **Experienced, committed professionals**

COMPAQ

COMPAQ *Services: A New Beginning*

Tips for Managing During a Merger

*This guide provides tips and tools for managing during mergers
and acquisitions.*

*Parts of this document are adapted from the work of Pritchett & Associates and are used with full
permission of Pritchett & Associates. All Rights Reserved.*

Internal Use Only

TABLE OF CONTENTS

<i>INTRODUCTION.....</i>	<i>1</i>
<i>OVERVIEW OF MERGER DYNAMICS.....</i>	<i>2</i>
<i>TIPS IN THIS DOCUMENT.....</i>	<i>3</i>
<i>TIP 1: GO LOOKING FOR PROBLEMS – FOSTER AN ENVIRONMENT FOR OPEN COMMUNICATION.....</i>	<i>4</i>
<i>TIP 2: COMMUNICATE FREQUENTLY AND IN MANY WAYS.....</i>	<i>5</i>
<i>TIP 3: MANAGE AND LEAD EMPLOYEES THROUGH THE MERGER.....</i>	<i>6</i>
<i>TIP 4: MANAGE EMPLOYEE REACTION TO THE STAGES OF CHANGE.....</i>	<i>8</i>
<i>TIP 5: MANAGE YOURSELF THROUGH CHANGE.....</i>	<i>11</i>
<i>TIP 6: RENEW THE TEAM BUILDING PROCESS.....</i>	<i>12</i>
<i>SUMMARY.....</i>	<i>15</i>

INTRODUCTION

PURPOSE

The purpose of this document is to provide Services Managers with insights and information on the predictable dynamics of a merger followed by easy-to-use tips for managing and leading employees and new teams through the Compaq acquisition process.

OUTCOME

Managers will be able to:

- Articulate the predictable dynamics of mergers.
- Identify which tip to apply to their work situation.

STEPS

1. Read through this document.
2. Identify how you can apply this information to your current situation.
3. Practice with your employees.

CAPABILITIES

Willingness to use these tips on the job.

TIPS IN THIS DOCUMENT

The most important theme for a manager to keep in mind during a merger is to *manage as an entrepreneur*. During mergers employees are less focused and productivity will drop. Call on your tenacity and stress management to provide the focus and motivation for yourself and employees.

The following sections describe in detail these tips and guidelines to help manage through a merger.

- Tip 1: Go Looking for Problems – Foster an Environment for Open Communication
- Tip 2: Communicate Frequently and in Many Ways
- Tip 3: Manage and Lead Employees Through the Merger
- Tip 4: Manage Employee Reaction to the States of Change
- Tip 5: Manage Yourself Through Change
- Tip 6: Renew the Team Building Process

TIP 2: COMMUNICATE FREQUENTLY AND IN MANY WAYS

THE COMMUNICATION NEED

The need for communications during a merger is greatly increased.

- There are more questions than answers.
- People are more skeptical and mistrusting and it takes more information and better communication to convince them.
- The truth keeps changing; decisions are made, announced and then changed again. People cannot keep up.
- There are many, many unknowns: *Who are the "other" people? What are the values and culture? How do they manage? What are the expectations of the new organization? What should I do when? What name do I use? How do I connect with the new organization?*

THE MANAGERIAL QUANDARY

In the midst of this dynamic flow of concerns and questions, managers may become more wary and less willing to commit themselves, make decisions or communicate freely for fear of miscommunication and being wrong. And yet, the impact of under-communicating includes productivity problems, morale problems and eventually profitability problems.

New Communication Challenges

1. Be aware of the different communication styles and vocabularies within the new company. These differences may cause confusion.
2. The communication loop and methods will need to change to reach new people. It is easy to have your message get lost.
3. Stay up with the push and pull for information. Many significant things need to be communicated and understood by employees.

Recommendations for Two-Way Communication

1. Use both formal and informal ways to keep in touch. Send written communications and hold meetings. Prepare people for messages. Stay linked in with the existing corporate and business unit communication vehicles.
2. Deliver the same messages over and over again. People will have different levels of active listening at different times. Share your feelings from a position of personal ownership.
3. Engage your employees in such a way that they feel some sense of ownership of the changes.
4. Check in periodically with employees on the progress of the merger for them.

TIP 3: MANAGE AND LEAD EMPLOYEES THROUGH THE MERGER (con't)

LEADING EMPLOYEES

1. Explain the reasons for change to your staff.
2. Engage employees through participation and involvement.
3. Develop and communicate a mission statement.
4. Be willing to risk making some mistakes. Be alert to the "window of opportunity" the merger provides for making needed changes.
5. Provide employees with a clear sense of direction. Encourage your managers and employees to remain action-oriented and to take risks.
6. Provide tools, training and coaching to prepare employees for their new roles.
7. Create a supportive and action-focused environment. The longer people feel confused and disconnected, the greater the decrease in productivity. Work hard to protect and/or restore trust.
8. Move fast. While striving to move rapidly, keep in mind that merger integration activities often take longer than you expect. If senior management does elect to move slowly, keep yourself in the communication loop about merger activities.

TIP 4: MANAGE EMPLOYEE REACTION TO THE STAGES OF CHANGE (con't)

REACTIONS DURING CHANGE

During a merger, every employee will react and transition through the dynamic stages of change at his or her own pace. These reactions (or behaviors) will generally fall into four categories, including:

- Denial
- Resistance
- Searching
- Solution

The following typical employee behaviors will be seen during mergers:

- Some employees adapt early to a change, accepting its impact very quickly. It takes very little time for them to move to the solution stage.
- Others will wait and see, waiting for assurances before committing to a change. These employee behaviors may shift back and forth between denial and searching stages before moving through to solutions.
- Some employees may resist a change, denying the reality of it. These employee behaviors may shift back and forth between anger and denial.

As a manager, you are concerned with employee performance. The table on the next page contains tips for managing employee behaviors as they react to the merger impact.

TIP 5: MANAGE YOURSELF THROUGH CHANGE

TIPS FOR STRESS REDUCTION

1. Learn and practice relaxation techniques like deep breathing, slow stretching, meditation, yoga, or other means to help you have short, restful periods of time.
2. Practice these health habits:
 - Maintain a healthy diet.
 - Rest. Get a sufficient amount of sleep.
 - Exercise regularly.
3. Practice these emotional habits:
 - Use humor to lighten your emotional load.
 - Treat yourself to having fun. Set time aside for relaxation and enjoyment. This will energize you.
 - Practice making a daily list of five things for which you are thankful.
4. Practice focusing on your priorities:
 - Make a list of your personal and business values. Keep these in mind as you complete activities and make decisions throughout the day.
 - Practice time management habits. Consider what your personal goals and values are first, and then determine what that means on a daily basis.
 - Practice writing a list of your next day activities at the end of the day. Revisit the list first thing in the morning and determine the 3-5 items that are a priority to accomplish. Identify how you might delegate or simplify other items.
 - Set a personal goal for yourself and identify what you will do each day to accomplish that goal. If your goal is long term, try to break it into shorter term, with three month goals to start.
 - Reward yourself for accomplishing your personal goals.
5. Practice looking at any change situation as one in which "problems create opportunities."

TIP 6: RENEW THE TEAM BUILDING PROCESS (con't)

Team Building Process Model

This is the team building process we will use as a reference in this document. In this document, we will discuss the first four stages of this process. The final stage begins the process again.

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning/Transforming (not discussed in this document)

SUMMARY

Our goal is to combine strategic communication with the fundamentals of change management to better enhance the growth of the organization. We will continue to emphasize the inter-relationship between employee communication and change management.

If you have any questions, comments or feedback, please contact Pam Kenney, Director, Change Management Programs at 978-496-8479.

COMPAQ *Services: A New Beginning*

Change Management Tools

This guide provides information about some of the quality tools that are used to improve work production, efficiency, and effectiveness.

INTRODUCTION

This document contains a small selection of change management tools that are recommended to improve work productivity, efficiency and effectiveness; as well as to enhance communications. These tools were chosen because they have been frequently used and referenced throughout the Services merger and integration process. These are meant to complement the current integration efforts of Compaq Services. This is not meant to be a comprehensive guide to Change Management Tools.

PURPOSE

The purpose of this document is to provide you with a few of the common quality change tools to assist us in working together.

OUTCOME

Managers will have an understanding of what these tools are and how they can be applied easily to current work.

STEPS

1. Review the table on the next page.
2. Identify a tool you would like to read and go to the page referenced.
3. Read through the tool section.
4. Decide how you would like to use the tool.
5. Practice applying the tools.

CAPABILITIES

Willingness to invest time to review the table on the next page.

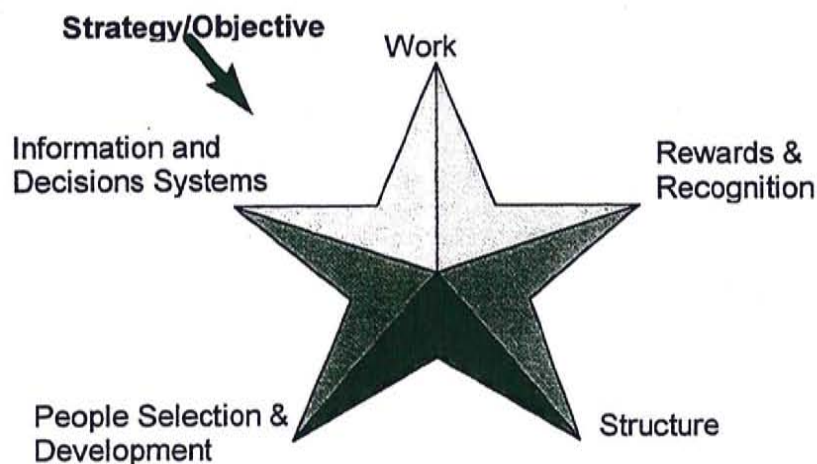
FEEDBACK

Please provide feedback or questions to Pam Kenney, Director, Change Management Programs at 978-496-8479.

THE ORGANIZATIONAL FIT MODEL

Throughout the Services integration process and the DesignShop™, the Services organization has used an organizational design model called the Fit Model. This model represents interconnected components of an organization: work, organizational structure, people, information and decision systems, and finally, rewards and recognition. These components are designed and then linked together by the business strategy. The trick is to design, manage, and lead an organization so that the variables are *mutually supporting*.

Mergers will have an impact on all elements of an organization. You will see the impact of using this model for design frequently throughout the merger communications and business plans.



"Organizational design is the continuous search for coherence or fit of interdependent variables."

ORGANIZATIONAL DESIGN BEGINS WITH STRATEGY

Once a business strategy is defined, the Organizational Fit Model*, represented by the star, helps to examine and address five *interdependent* organizational variables in a holistic manner. The trick is to design, manage, and lead an organization so that the variables are *mutually supporting*.

The definition of the business strategy includes decisions about: products/services to be offered, customers/clients, technology needed, and location of the business. These decisions define the organization's boundaries and the environment needed to support the strategy.

*Adapted from J.R. Galbraith's *Organizational Design*

AFFINITY DIAGRAMMING

Defined Affinity Diagramming is a tool used to identify and group ideas or content when there are many ideas and points of view.

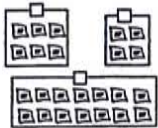
Purpose The purpose of Affinity Diagramming is to:

- Identify and group problems or defects
- Gain a common view or consensus on groupings such as issues, problems, defects, or ideas
- Organize these ideas or content into like categories

Benefits The benefits of using Affinity Diagramming include:

- Quickly generating, clarifying, and categorizing ideas into meaningful groups
- Gaining involvement and commitment in a team by building a common view of issues and relationships
- Overcoming "team paralysis" which can happen when the array of options and the lack of consensus feels overwhelming
- Building a common awareness of details related to a central issue or idea, while reinforcing clarity and ownership of issue in individuals
- Identifying connections or commonalties and differences among issues or content

Steps To create an Affinity Diagram, complete the following steps:



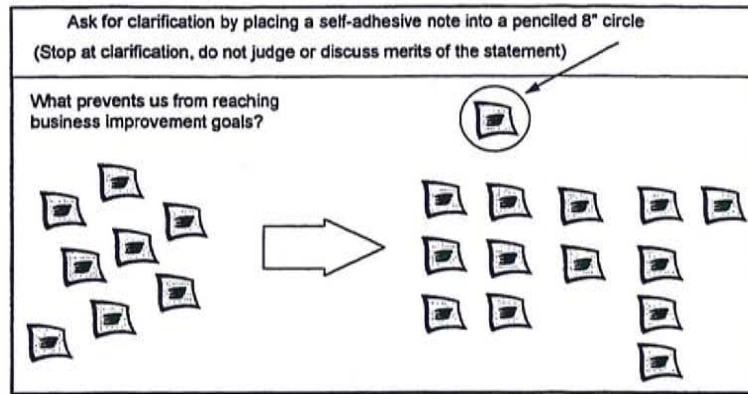
1. Begin by clearly stating the *theme* of the affinity in a single sentence.
2. Brainstorm using clear, easy-to-read statements.
3. Organize the issues, facts, and ideas. Identify meaningful groupings and create clear, insightful labels for the groups.
4. Organize the issues, facts, and ideas into titles for the groups.
5. Identify the dynamics among the groups.
6. Summarize the results. Clearly state the team learnings on the diagram.

Success To measure the success of using this tool, review the following:

- Did everyone understand the topic?
- Are the ideas/content complete? Are everyone's ideas there?
- Are they grouped in the right categories? Do the titles of the categories capture the essence of the meaning of the group?
- Can they be moved to the next step?

AFFINITY DIAGRAMMING (con't)

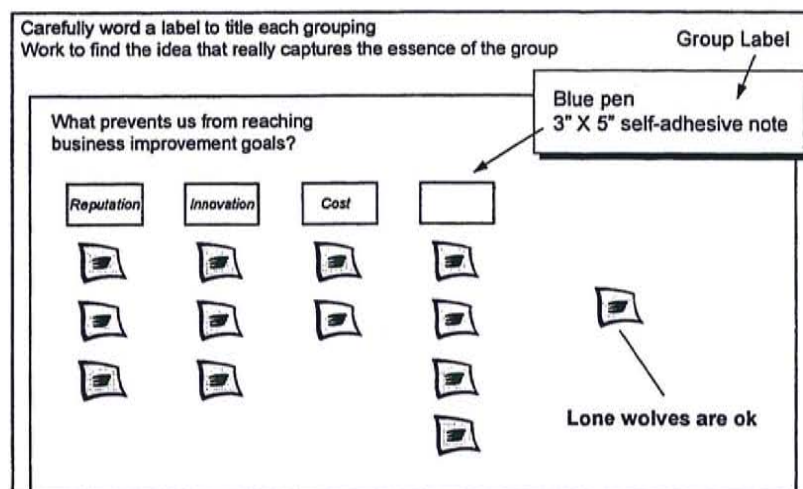
Step 3. Organize the issues, facts and ideas. Identify meaningful groupings and create clear, insightful labels for the groups.



Each team member:

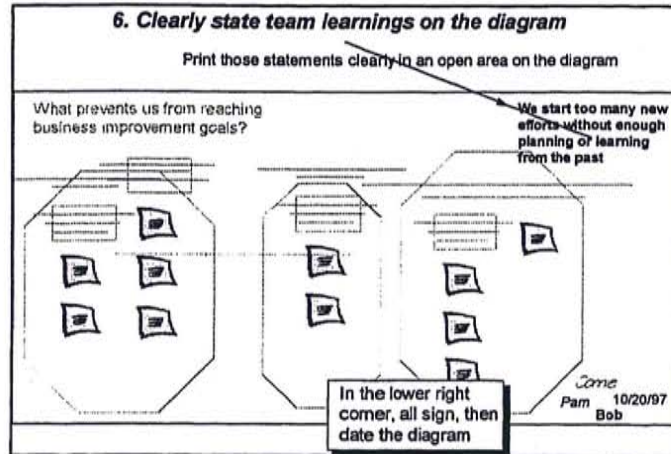
- Silently reads the team's notes and groups them into columns based on similar content or categories. Individuals can move notes that were previously grouped by others.
 - Allow for breakthrough by seeking novel ways to group ideas.
- Asks for clarification of ideas by placing a self-adhesive note into a penciled 8-inch circle.
 - Stop at clarification. Do not judge or discuss merits of the statement.
- Adds additional notes when ideas conflict or new ideas emerge.

Step 4. Organize the issues, facts, and ideas into titles for the groups.



AFFINITY DIAGRAMMING (con't)

Step 6. Summarize the results. Clearly state the team learnings on the diagram.



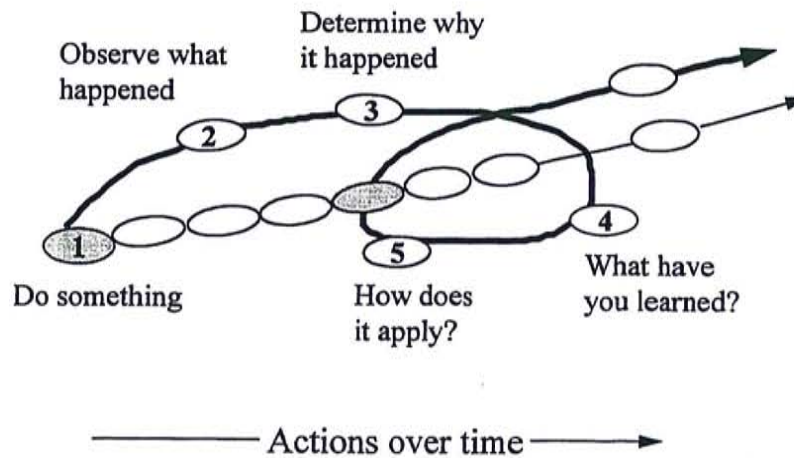
As a team:

- Agree on one or more statements of the key insights and learnings that emerged from the Affinity Diagram.
- Identify relationships between groups of ideas.
- Relate the groups of ideas to the original task or question.
- Express key insights and learnings and write them on the diagram.

CORKSCREW ANALYSIS (con't)

Success To measure the success of using this tool, review the following:

- What were the learnings?
- How can these learnings be transferred to actions?
- Were the learnings documented?



PROCESS CYCLE

Defined

A Process Cycle provides planning or structure for meetings, projects, or work. It is a planning tool to organize the work into actionable steps to accomplish the work and identify the resources/capabilities required.

Purpose

The purpose of creating a Process Cycle is to:

- Provide planning or structure for meetings, projects, or work
- Help the team set expectations by understanding the intended results of the meeting or the work at hand
- Organize the work into actionable steps to accomplish the work and identify resources/capabilities required
- Follow a general application of the RASCI Chart, where primary groups of work are assigned to "R"s

Benefits

The benefits of using a Process Cycle include:

- Outlining work and work requirements in a structured and simple planning format
- Promoting understanding and agreement on direction
- Providing a method to measure the results of the work by identifying feedback or "doneness" criteria

Steps



To create a Process Cycle, complete the following steps:

1. State the purpose.
 - This is the reason for doing the task in terms of value to the customer or client. It provides a high-level description of the purpose that serves as a framework for guiding process execution.
2. State the intended results.
 - Spell out the desired outcome. This will help measure whether the purpose was served. When time is up, this is what you want to have accomplished.
3. State the steps.
 - Design the ideal steps to achieve the results you want. List the sequence of actions necessary to produce the results.

RASCI CHART

Defined A RASCI (**R**esponsible, **A**pprove, **S**upport, **C**onsult, **I**nform) Chart is a responsibility matrix that identifies who will do what work and shows the relationships or dependencies among the people doing the work.

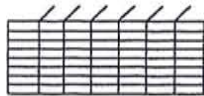
Purpose The purpose of creating a RASCI Chart is to:

- Assign a designated responsible person to the task
- Identify who needs to approve the work
- Assign support roles
- Assign consulting roles
- Identify who needs to be informed about the work

Benefits The benefits of using a RASCI Chart with your team include:

- Clarifying expectations required for implementation
- Reducing ambiguity among team members
- Assisting with brainstorming and documenting of tasks/actions
- Helping to identify the necessary resources

Summary of Steps To create a RASCI Chart, review the summary steps presented here and then refer to the detailed steps on the next page.



1. List the tasks or work categories on the left side of the matrix and the individuals involved on the top of the matrix.
2. Identify the degrees of participation appropriate and relevant to the organization (for example, Responsible, Approve, Support, Consult, Inform).
3. Review guidelines for building your team's RASCI Chart.
4. Analyze the results.

Success To measure the success of using this tool, review the following:

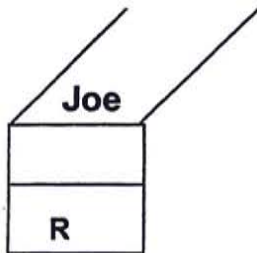
- The correct agreement and assignment of work roles is critical in accomplishing work, action items, or completing a project or program. Within each category of work, the person with the "R" is responsible for outlining, detailing, and enlisting support for **all** the work needed to accomplish that work item.
- Feedback and measures against critical deliverables and milestones need to be tracked not only at a work item level but also across **all** the related pieces of work on the RASCI Chart.

RASCI CHART (con't)

Detailed Steps for Completing a RASCI Chart (continued)

Step 3: Review the following guidelines.

- No box may contain more than one letter.



- No more than one R can exist for an activity.
Agreement on where the R resides is the first step. If agreement cannot be reached on who has the R, there are three options to follow:
 - Break the activity into parts.
 - Move the R up one level in the organization.
 - Move the decision about the R's location up one level.
- Once the R is placed, agree upon other letters.
- Avoid assigning too many A's, because it leads to difficulty in obtaining a decision. Renegotiate to change some A's into S's or I's.

Step 4: Analyze the results.

- The correct agreement and assignment of work roles is critical in accomplishing work, action items, or completing a project or program. Within each category of work, the person with the "R" is responsible for outlining, detailing, and enlisting support for *all* the work needed to accomplish that work item.
- Feedback and measures against critical deliverables and milestones need to be tracked not only at a "work item" level but also across *all* the related pieces of work on the RASCI Chart.

COMPAQ *Services: A New Beginning*

Next Steps

What you can expect next from your Business Unit, long-term communication plans, cultural change initiative, and additional Compaq Services Division information.

GUIDELINES FOR COMMUNICATING WITH AND ENGAGING EMPLOYEES

Communicate, communicate, communicate!

Over the next weeks and months, you can expect regular communications from your Services Business Units and the Compaq Services Division. Consistent, ongoing communications within the Division are a business norm for Services, and helps to ensure that our managers and employees are well-informed, engaged and aligned to our business objectives and long-term vision.

Our internal communications objectives include:

- Accurate, timely communications will ensure that the Services business will "hit the ground running" on Day 1 (June 29).
- The messages we deliver are crisp, coherent, credible and based on the information needs of our managers and employees.
- The vital role of Services in ensuring the future success of Compaq is repeated and reinforced.
- Field managers are encouraged to engage employees and deliver information on an ongoing basis to ensure our success.
- Communication design incorporates cultural norms from each of the three business entities, and fosters cohesion and complete integration of all three business entities.

Our internal communications challenges:

- To create a new level of dialogue between all levels of the organization – a "culture of communication" – which generates confidence and demonstrates a dynamic drive toward our growth and future success.
- To promote leadership in Compaq Services, and to engage and channel the energies of managers and employees into "going for growth" – with speed and accuracy.

We will have many opportunities within the coming months:

- *The opportunity to WIN.* Focus on key objectives, build high-speed momentum and wind-up the growth machine.
- *The opportunity to engage and excite our employees.* Launch a "high-touch" plan, based on senior leader employee meetings in key worldwide locations.
- *The opportunity to make a major contribution to the success of Compaq.* Based on our ability to "hit the ground" and go for growth, with speed and accuracy.

INTEGRATION COMMUNICATION TIME LINE (con't)

Audience	Date	Event	Comments/Content
Employees	June 12, 1998	Close announcement and information for employees on intranet	Joint web site splash page <ul style="list-style-type: none"> • Contents <ul style="list-style-type: none"> - Congrats and welcome message from Pfeiffer - Introduction of new senior management team - Q&A document - Copy of 5/28 Pfeiffer email to DIGITAL employees - Fact sheet (Guide to the Acquisition) - Time line
Compaq Managers	June 12, 1998	Manager communication packet (electronic)	For managers' use in cascading information throughout their organization <ul style="list-style-type: none"> • PowerPoint presentation with speaker notes • Q&A document
Press, Analysts, Employees	June 12, 1998 10:00 am EDT	Press conference broadcast live to North America DVN locations	Press conference transmission via DVN for DIGITAL employees Note: Not available in Europe
DIGITAL Employees	June 15-26, 1998	Commemorative events for DIGITAL employees	<ul style="list-style-type: none"> • Final commemorative edition of <i>Digital Today</i> • Local events
Compaq Employees	Week of June 15	New brand campaign announced	Pfeiffer email, linked to brand ad web page

INTEGRATION COMMUNICATION TIME LINE (con't)

Audience	Date	Event	Comments/Content
Customers and Channels		<ul style="list-style-type: none"> • Services on the Move customer events • Local direct marketing • Participation in company-wide activities • Updating external web site 	
Press and Analysts	June 24, 1998	<ul style="list-style-type: none"> • Local media/analysts briefings • Briefing package for local use <ul style="list-style-type: none"> - media training - develop spokespeople • Continuation of day 1-10 activities • European analysts roundtable 	
Employees	Ongoing July - Dec 1998	<ul style="list-style-type: none"> • Senior manager site visits and walkarounds • Continuation of days activities June 12-22 • Services commemoration events • Culture and environment engagement kit • Updating internal web site • Traveling "Town Meeting" 	