

## Cerner Example

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From: Patterson, Neal  
To: DL\_ALL\_MANAGERS;  
Subject: MANAGEMENT DIRECTIVE: Week #10\_01: Fix it or changes will be made  
Importance: High

To the KC\_based managers:  
I have gone over the top. I have been making this point for over one year.

We are getting less than 40 hours of work from a large number of our KC-based EMPLOYEES. The parking lot is sparsely used at 8AM; likewise at 5PM. As managers -- you either do not know what your EMPLOYEES are doing; or YOU do not CARE. You have created expectations on the work effort which allowed this to happen inside Cerner, creating a very unhealthy environment. In either case, you have a problem and you will fix it or I will replace you.

NEVER in my career have I allowed a team which worked for me to think they had a 40 hour job. I have allowed YOU to create a culture which is permitting this. NO LONGER.

At the end of next week, I am plan to implement the following:

1. Closing of Associate Center to EMPLOYEES from 7:30AM to 6:30PM.
2. Implementing a hiring freeze for all KC based positions. It will require Cabinet approval to hire someone into a KC based team. I chair our Cabinet.
3. Implementing a time clock system, requiring EMPLOYEES to 'punch in' and 'punch out' to work. Any unapproved absences will be charged to the EMPLOYEES vacation.
4. We passed a Stock Purchase Program, allowing for the EMPLOYEE to purchase Cerner stock at a 15% discount, at Friday's BOD meeting. Hell will freeze over before this CEO implements ANOTHER EMPLOYEE benefit in this Culture.
5. Implement a 5% reduction of staff in KC.
6. I am tabling the promotions until I am convinced that the ones being promoted are the solution, not the problem. If you are the problem, pack you bags.

I think this parental type action SUCKS. However, what you are doing, as managers, with this company makes me SICK. It makes sick to have to write this directive.

I know I am painting with a broad brush and the majority of the KC based associates are hard working, committed to Cerner success and committed to transforming health care. I know the parking lot is not a great measurement for 'effort'. I know that 'results' is what counts, not 'effort'. But I am through with the debate.

We have a big vision. It will require a big effort. Too many in KC are not making the effort.

I want to hear from you. If you think I am wrong with any of this, please state your case. If you have some ideas on how to fix this problem, let me hear those. I am very curious how you think we got here. If you know team members who are the problem, let me know. Please include (copy) Kynda in all of your replies.

I STRONGLY suggest that you call some 7AM, 6PM and Saturday AM team meetings with the EMPLOYEES who work directly for you. Discuss this serious issue with your team. I suggest that you call your first meeting -- tonight. Something is going to change.

I am giving you two weeks to fix this. My measurement will be the parking lot: it should be substantially full at 7:30 AM and 6:30 PM. The pizza man should show up at 7:30 PM to feed the starving teams working late. The lot should be half full on Saturday mornings. We have a lot of work to do. If you do not have enough to keep your teams busy, let me know immediately.

Folks this is a management problem, not an EMPLOYEE problem. Congratulations, you are management. You have the responsibility for our EMPLOYEES. I will hold you accountable. You have allowed this to get to this state. You have two weeks. Tick, tock.

Neal .....

Chairman & Chief Executive Officer

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