



Bill Collins
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To: Scott Yeager cc: Linda Strahm, Joe Hirko, Steve Elliott
cc: Linda Strahm/Enron Communications@Enron Communications, Joe Hirko/Enron Communications@Enron
Communications, Steve Elliot/Enron Communications@Enron Communications
Subject: Personnel

Scott --

I am committed to ECI's success and am committed to contributing to a positive working environment for all employees. I acknowledge that my recent behaviors were inappropriate and I recognize the negative impact they had. I am committed to changing my behavior in order that people around me do not feel I am at cross purposes or pursuing any other agendas than the success of the company.

I have a few comments to make that I've feel are appropriate to share with you and the people who you cc'd the memo to me.

- Because I'm committed to changing my behavior, I may seem more subdued in my interactions with others. It is important to me that this not be interpreted as "clamming up" or "tuning out." I feel that by listening and observing and giving more attention to the views of those around me I can begin to change the perception that I am intolerant of opinions besides my own. However, it makes me nervous that people will think I'm withdrawing when in actuality I'm trying to be more careful and more sensitive in my behavior.
- Similarly, I'm trying to work through others to support them rather than impose on them. In talking with my peers and asking them how I could better demonstrate my commitment to their success, several of them mentioned that they felt I went over their head too often, using my access to you to impose my views of how to get results. Here again, I'm nervous because if you and others see my direct work product decreasing it could be misinterpreted as me withdrawing and lowering my commitment to success. In fact, I've got to learn to contribute to the work product of others and allow a more collaborative process to evolve despite the fact that it may not garner me the instantaneous results or "credit" I seek. Again, this makes me nervous because if my activities and my behaviors are viewed as less vigorous I'm afraid the impression will be that I'm less committed to success than I used to be. And the opposite is true: I am more committed than ever but also I recognize that means working to support the efforts of others and allowing them to share in the limelight and in their interactions with you. So again, I am working on having faith that that will result in me being held in a better light as a team member over time.
- This is specifically true in my attempt to support the channel marketing program development. I am fighting the urge to go to you with all my ideas and am instead working through others and am accepting that if they use my ideas or not that I'm contributing in a more positive way. Please assume I'm doing these things despite the fact that it may not be obvious because I'm trying to help others in new ways and change the perception that I run to you everytime I disagree with something someone else is doing. I'm confident over time this will improve your opinion of my ability to work with others.
- I would like to know if it is possible to have the memo that you wrote removed from my personnel file if I perform one year without any such additional reprimands. Because I want to work at Enron

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for many years to come, I would like the blemish from my record removed if I demonstrate that I have exhibited the changes necessary.

Once again, I reiterate my regret for the disruption and ill will I caused and I remain convinced that I will be able to change adequately to insure that such incidents do not happen in the future. I appreciate the faith you have in me and am proud of the accomplishments we've created working together.

Bill

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