

Background:

- Today we are sharing some news about some changes to the organization of the xxxx Team.
- Those changes, outlined in the talking points, are focused on helping us meet a strategy of innovating faster and improving quality. Several XXXX people are taking on expanded leadership roles to help us achieve this.
- With the changes, XXX has decided to leave XXXX and xxx last day will be xxx.
- The xxx teams met earlier to discuss these changes.
- An all-company email from XXXX discussing these changes will be sent to all employees in about an hour. In about two hours we'll also be sending an update to customers and partners.
- You may receive questions about these changes from your team or be contacted by a customer. The following is designed to help you answer those questions.

This document:

- The talking points below are the core messages about the changes you can share. You can put these in your own words, but please don't speculate about facts/topics not included.
- The FAQ below anticipates some common questions you may be asked, and a suggestion on how to answer those.
- You should use this document as a reference to answer questions when they are asked, ***this is not designed to be handed out.***
- If you receive a question that is about a different topic, or not anticipated below, or you don't feel comfortable answering, you should contact an ELT member to handle it. **The important thing is not to speculate about what an answer may be.**
- If you receive questions from a team member affected by these changes and you cannot answer their question, you should contact. XXXX
- **This document should *not* be shared externally:**
 - If you are contacted by a customer, or with a question that comes from a customer, and you are comfortable answering it based on the information below, please do so and then let a member of the Sales or Customer Success teams know. If you want, you can also direct those questions to XXX
 - If you are contacted by a reporter, please ***do not*** answer it, instead direct that inquiry to XXXX

Talking points:

- We're making some improvements to our xxx strategy that will help us increase innovation velocity and quality. The changes will allow us to produce a better strategic roadmap and bring our customers and their xxx the world's best XXXX.
- To do that, we're better aligning our **xxx Team**:
 - We're building a change-adaptive structure and processes:
 - **XXXX** is being promoted to the important role of leading our **xxx**.
 - He'll be responsible for making sure we meet deliverables on our roadmap, keep good information flow between our teams and projects and are constantly assessing and improving our processes.
 - We're increasing our focus on strategic **xxx**.
 - **XXXX** has been instrumental in helping us get XXX to market and is now working to create our **xxx** based on xxxx and best practices.
 - **XXXX** has joined him as our dedicated **xxxx** who will be working with xxx on a daily basis to ensure we are working on and delivering the right solutions.

- The xxxTeam is responsible for improving our insight into customer and market needs and prioritizing our strategic roadmap accordingly within the pragmatic framework.
- We're also increasing the velocity, quality and efficiency of our xxx efforts:
 - The team is responsible for designing and delivering solutions to the needs outlined in the roadmap and providing necessary maintenance for existing products and features.
 - xxx, is being promoted to xxxxx and will lead our xxx function and team.
- With these changes, the role that xxxxx previously played in helping lead the organization is changing. xxx decided to leave xxx, effective xxx and is thinking about the next steps in xxx career.
 - Xxx has graciously agreed to serve as "Advisor xxx" in a consultant role to enable an effective short-term transition and help enable to team to achieve their long-term mission.
 - xxx contributions to helping build xxx are greatly appreciated and we will be celebrating those contributions with her before xx departure.
- We're also changing the structure of our external partnerships to drive speed and efficiency
 - We've already shared that we are consolidating external support partners and are winding down our contracts with xxx
 - We are engaging in a partnership with xxx to help us meet our mission of increasing velocity, quality and efficiency, hand in hand with xxx and his team.
 - xxx has a proven business model that will require fewer people than xxx and xxx did and still achieve great results.
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FAQ:

Q: What exactly is changing? Why are you making changes?

A: We're making some improvements to our xxx strategy so that we can innovate faster, improve quality, and deliver customers the world's best xxx. We're making some changes to our xxx team to better align to that strategy. Those changes include building a xxx and a xxx, and increasing the velocity, quality and efficiency of our xxx efforts. Several members of our team have stepped into new leadership roles to help lead these efforts.

Q: Is xxx departure a final decision? Is there any other option to have xxx stay on in a different role?

A: Yes, this is final. We are making changes to our strategy and with it some big changes to our team structure to help us deliver on goals.

Q: Was xxx fired?

A: No. We're making some structural changes to our team in line with our updated technology strategy that will help us innovate faster and grow. xxx position isn't part of the new organization and xxx decided to leave, but we're building a transition plan that recognizes xxx many contributions to xxx

Q: Has xxx left? Can I contact xxx?

A: xxx will be with us until xxx absolutely you are welcome to contact xxx

Q: What will happen to the xxx office?/ What will happen to the xxx / xxx teams?

A: We are continuing to look at all parts of the company to see how we can innovate faster, work in an agile way, and deliver the best products so that we meet our growth targets. That means there may be more organizational changes in the future – but I don't have information on that to share right now. What this move is about is updating our team structure in line with our strategy, and about several members of the team taking on new leadership positions.

Leader Talking Points and FAQ

Q: What about XX current project, xxx was working on that, should I still work with xxx?

A: xxx can help manage that for you – if you can give xxx the information xxx make sure it's taken care of.

Q: You just got rid of the whole xxx team and now this. Are you just getting rid of the old team?

A: No. We are making shifts in the organization in line with a strategy to help us innovate faster, improve quality, produce the best products and win new customers. The change with xxx was about a strategic decision to make xxx a xxx company and have partners perform all xxx. Almost everyone on the former xxx team has accepted an offer of employment from one of our partners. Xxx departure is because xxx former position isn't part of our new team structure and xxx decided to leave and think about what's next. We also have several xxx "veterans" stepping into new leadership roles to help lead our transformation.

Q: You seem to have a very new set of leaders and people like xxx who have been with the company for years are leaving. How do you know you are making the right moves?

A: We have been very carefully analyzing every aspect of the company and our processes for several months. Our goal is to build an organization and processes that can innovate quickly and with quality and build the world's best xxx for our customers. We are making a lot of changes but are confident we are adhering to a strategy that ultimately benefits our xxx customers and will help our company grow in the long run.

Q: Is the company in trouble? Are you just making cuts because you are in trouble?

A: No. This is about changes in our structure so that we are set up to deliver on our strategy. It's about preparing for a future of growth.

Q: I have issues with your product/your company/ my implementation. How can you let institutional knowledge leave when you don't have your act together?

A: I'm sorry to hear about anything that is a less than exceptional experience working with us or xxx I'd like to discuss those issues with you so that we can make sure we resolve any issues. Part of our company strategy is to improve our customer success operations so that you get the most out of your investment with us. Part of the changes we're talking about today will help us innovate faster but also improve quality.