
From: Stephanie Remington [REDACTED]
Sent: Friday, February 8, 2019 9:40 AM
To: J
Subject: Re:

Good morning, Sir,

I understand that some issues regarding your personal space have been a disappointment. I will address your concerns with top priority. Carlos has already been instructed to purchase the hinges and Karen has provided instructions for the master.

With little notice or direction, Mike, Patrick, and I picked up the ball and kept things moving forward the best we knew how. In a month's time we three have been doing what six people used to do and we have made visible progress. I don't think we need more leadership. We need more skilled labor and contractors. You have given us the go to find it, so we will. With practice we expect exponential progress. We've got this.

Plans are in place to address the hinges and master straight away. We have steps in place for the tiki and already know what needs to be done.

I am glad to have met Anna. I'm happy to spend time with her and to learn from her and ask her for help. I ask that you let me set the course for what she does here so that she's not in the middle of projects we already have lined out. For example, she went to GSJ after she left here yesterday and upset Brian when she interjected herself in the dock wood collection for the tiki project. Everything was already in place for that, but Mike had to take that panicked call from Brian and contact others to straighten it back out. Time is precious. This was frustrating for Mike. When she pulled crew, a boat, a captain, and machinery for the GSJ road project and I had NO IDEA this was coming, it completely threw a wrench into everything we had already lined out for that week. I was EXTREMELY frustrated because I plan and work EFFICIENTLY.

Sir, you asked me what the most challenging part of this job has been. It has been the lack of clarification to all about who is in charge and the consequential challenge of triangulation that occurs. One person needs to be your manager. Your manager should be at your right hand and consequently responsible for being the conduit of information and disseminating responsibilities with your priorities at the forefront. Regardless of who you choose long-term for this responsibility, the triangulation has to stop in order for that person to be successful. This means when people try to go over the manager's head to go to you or Rich, or sideline the manager by going around the manager to access crew, the two of you need to refer that person back to the manager. Further, the manager should not be micro-managed. Suggestions from you, Rich, others are great, but give the manager the freedom to use her management skills to get the job done. The only way a manager will be successful is if you make it clear that you've given the manager the authority to be so.

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Stephanie Remington
LSJE, LLC

<=iv dir="ltr" class="gmail_attr">On Thu, 7 Feb 2019 at 21:56, J <jeevacation@gmail.com> wrote:<=r>

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