



Team,

I am sharing an overview of my personal philosophy on leadership, operational practices, and priorities, in hopes that this will answer many of the questions you may have.

There are four areas I focus on to help build a highly productive team:

TALENT

Success starts with having the right talent. I want to ensure we attract and hire the right talent and, more importantly, leverage the talent we already have. My theory is that we have unlocked only about 50 percent of the talent of our Cast Members and Leaders.

RELATIONSHIPS

Everyone matters and we have to make sure they know they matter. Nobody is more or less important than someone else, and it's key to build and maintain relationships with everyone in our organization.

EXPECTATIONS

When you set and reinforce crystal-clear expectations, each Cast Member knows exactly what it takes to be a star performer.

REWARD AND RECOGNITION

Focus daily on rewarding and recognizing those Cast Members and Leaders who are doing the right thing.



The other items to keep in mind fall into four categories: communication, problem-solving, performance expectations, and development.

COMMUNICATION

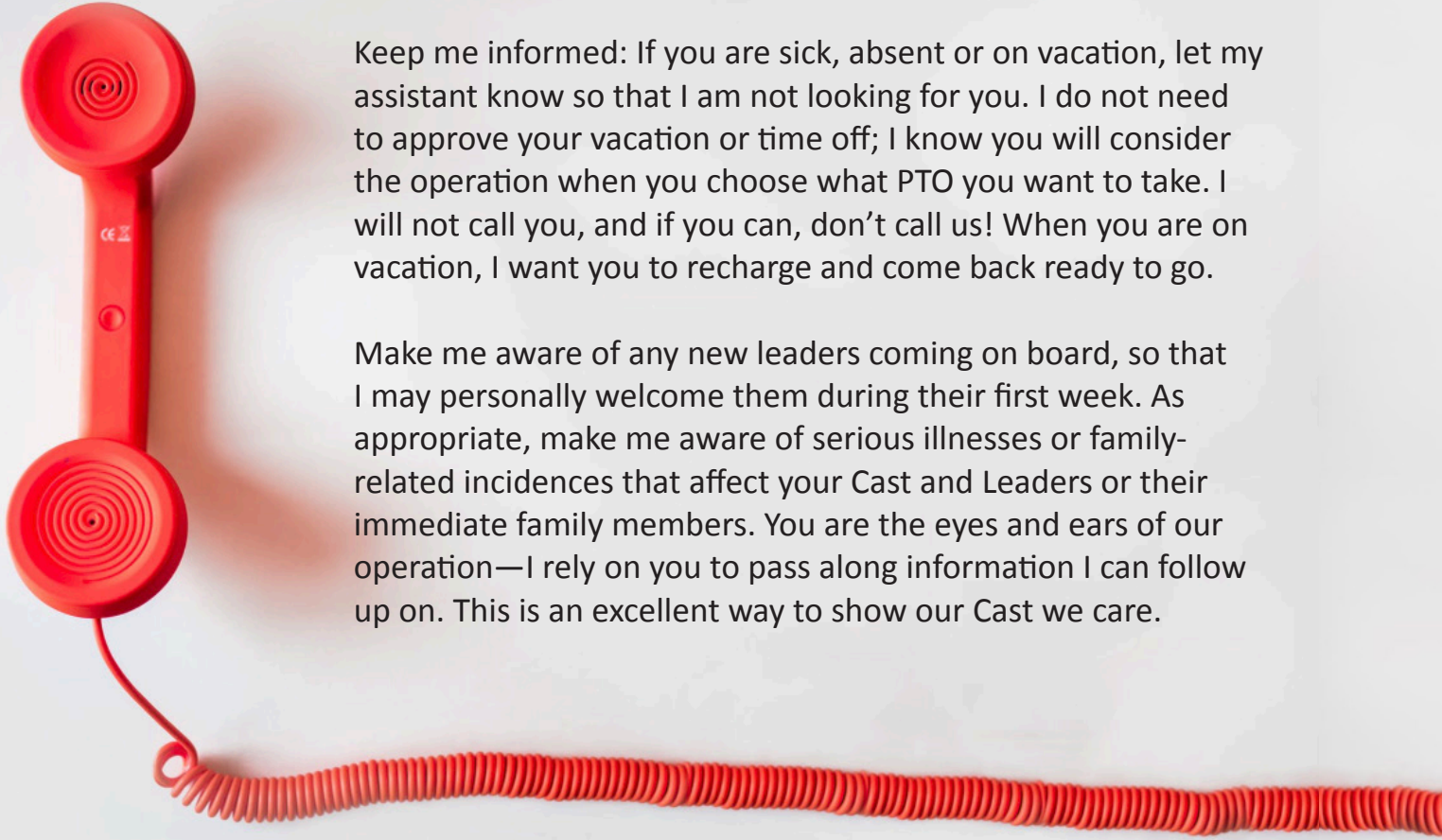
I am available to talk to you 24 hours a day. Use the following means to contact me, depending on the importance and urgency of the message:

- **Email** (I usually respond within 24 hours)
- **Voicemail** (All messages are confidential, I usually respond within four hours)
- **My assistant, Kathleen**, can reach me instantly
- **1-1 meetings** (Held monthly with direct reports)
- **Pager**: Call access number 321-689-7243 when prompted, put in 321-354-5862
- **Home**: 407-909-xxxx

Our organization is very structured, but I prefer to keep communication fluid and open. That means I will make myself equally accessible to people who report directly to me as well as to those who do not. I intend to talk with all of the Cast Members and managers to find out what is happening in the operation and try to find areas that warrant our focus. If you would like, you can direct your cast to inform you when I communicate with them directly.

I do not have any hidden agendas. If you do not think you are getting the whole story, or not getting the information you need from me on a timely basis, ask me. Because of the high volume of communication we receive, I try to filter as much as possible. If I filter too much, tell me.

As a leadership team, we will decide together what direction we want to take our property. It is your responsibility as a leader to give your opinion. Disagreement is good, when done professionally. We will argue and debate, but once we have made a decision, every member has to support the decision—our leadership team must have a united front. If you have an issue with a team member, deal with it directly. It stays within the team!



Keep me informed: If you are sick, absent or on vacation, let my assistant know so that I am not looking for you. I do not need to approve your vacation or time off; I know you will consider the operation when you choose what PTO you want to take. I will not call you, and if you can, don't call us! When you are on vacation, I want you to recharge and come back ready to go.

Make me aware of any new leaders coming on board, so that I may personally welcome them during their first week. As appropriate, make me aware of serious illnesses or family-related incidences that affect your Cast and Leaders or their immediate family members. You are the eyes and ears of our operation—I rely on you to pass along information I can follow up on. This is an excellent way to show our Cast we care.

My 1-1 format with you will be very unstructured; I want to discuss what is going on with your people, processes, projects, and profit (these four subjects help shape my thinking about your business). Ask for feedback on any specific issues you need clarification on, and use this as a time to explain what resources you need from me to help run your business or support you personally. Most of the structured communication and project work will be done through ongoing contact via email, voicemail, walking your area, etc.



PROBLEM SOLVING

Once you are aware of a problem, do not let it remain and fester. Be decisive, resolve it quickly and move on. If you do not have the time to consult with me or a peer, please use the four keys (Safety, Courtesy, Show, Efficiency), and a good dose of common sense. In our environment, speed of making a decision is often more important than making the perfect decision. Take risks. Encourage your managers and Cast to take risks.

We are going to make mistakes—I guarantee it. Take risks and when you make a mistake, let me know if you need me to help you fix it. I am here to help you and can get you out of trouble, but if I am not aware of an issue, I cannot help you solve it.

There will always be issues in your operation and I do not expect you to be perfect. However, I do expect you to have a plan for all aspects of your operation. When I give you feedback on your operation or your performance, the best way to handle it is to absorb it, push back if necessary, and, most importantly, come back with a plan or process on how you are going to address the issue.

After we have managed a challenge that arises, I will often go back and ask what we could have done differently and what we need to change to ensure that the issue is corrected. This is continuous improvement and a good operating practice. Do not mistake it for me trying to “beat a dead horse.”



PERFORMANCE EXPECTATIONS

Because there is life after Disney, the number of hours you are here is not how I will measure your performance. As leaders, our success lies in how we use our time. Be here when you need to be here. When you are done, go home. I get the balance issue: I have my wife, Valerie; our three kids, Jullian, Margot, and Tristan; and all the responsibilities that come with being in a family. Fulfill your professional commitments and your personal goals, whatever they may be. If you need help balancing work and life, I will do my best to help you figure it out.

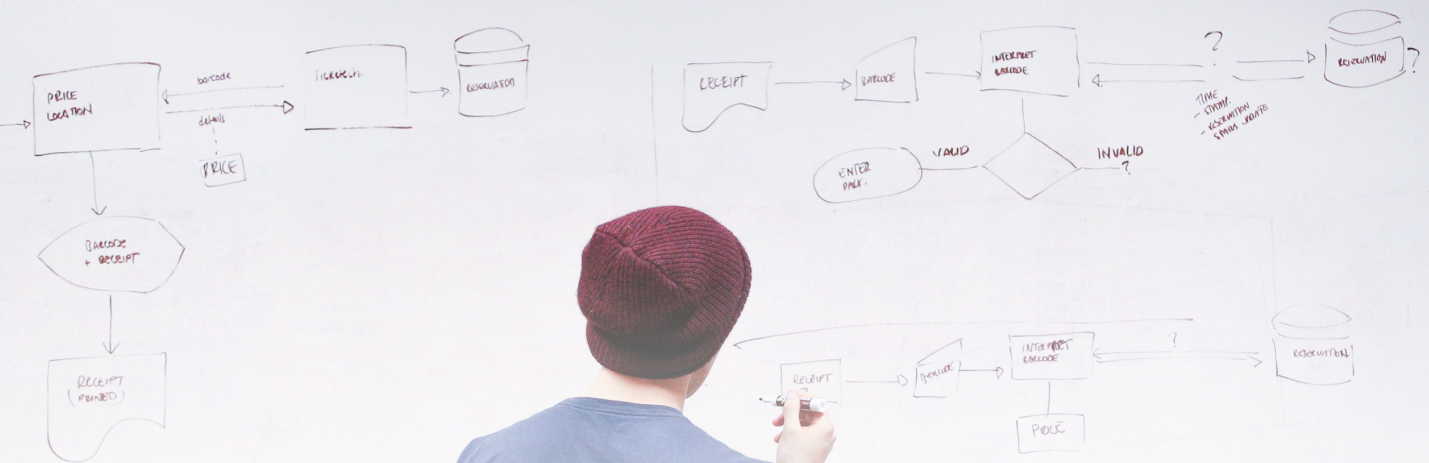
Follow-up is extremely important. I consider following through and meeting deadlines an indicator of integrity. Do what you say you will do. Deadlines are negotiable when discussed in advance. The further out the deadline is, the more flexibility I will have in changing it.

Embrace your support partners (Labor, Insight Integration Manager, Finance, and Human Resources) and use them as thought partners. Include them in as many facets of your business as appropriate and tap their experience and technical skills to improve your business. Share credit with them for successes and hold them accountable to help you drive your business forward. Let me know about the support they give you so that I may also thank them.

We have a very good matrix system and can call on experts from our partners in our Lines of Business (LOB). They are integral to our success and I expect you to have a strong relationship with them, to use them, and to be cooperative with their requests.

Our Cast and guests measure our performance in terms of how effective we are. A big part of our business is repetition and consistency; you must find ways to keep the environment exciting and energized for your team. Set expectations and hold people accountable to them—have clear consequences and rewards for performance. Keep your team focused on delivering our standards at a world-class level to every guest, every time.

Remember, I am the person who can help you recognize the successes of your teams, attend your events, and get involved in your areas. The main part of my role is to help you inspire your Cast and help them understand their purpose.



DEVELOPMENT

My focus is on leadership and learning. Your career and your personal development are your responsibility. The more you take advantage of development opportunities, the more opportunities I will provide.

I recognize that everyone is different—you will not get from “point A” to “point B” in the same amount of time. That means I will manage each of you differently, depending on your style, focus, and personality. This is not inconsistency; it is leveraging your talent.

Change in our organization is inevitable, but growth is not. Use change as an opportunity to continue to develop and grow.



WORKING WITH DAN: THE KEYS TO SUCCESS

1. Be accessible and approachable to Cast and guests. Engage with your Cast and Leaders proactively in the operation. Have a reputation of being involved and trusted by your Cast and Leaders.

2. Communicate to me in an organized and systematic way to achieve three things:

- Keeping me informed of Cast, guest, and operational issues
- Challenging my thinking about how we are operating and how we can improve or add value
- Highlighting your achievements so I understand the value you are adding

3. Follow through on requests and communication in a timely manner and close the loop. Be 100 percent solid in this area and hold your teams to the same level of expectation.



DELIVER VALUE-ADDED RESULTS

At the end of the day, the best leaders deliver results that are not expected from them and often not even realized as a possibility by others. These leaders look beyond the data. They think about new and better ways to do things, and they have a high ability to push through resistance and to make tough decisions quickly.

They are clear about their expectations, which might seem unreasonable or not possible to others. They take prudent risks, and when they fail, they take responsibility for the failure.

They frequently do work that moves the organization to the next level. They do not wait for direction; they set the direction, whether they have the authority or not. They know how to use all of the resources at their disposal to do multiple things at one time.

I'LL LEAVE YOU WITH SOME OF MY FAVORITE QUOTES THAT HELP ME AS A LEADER.

ON SERVICE:

There is a time when the best thing that wise men can do is to keep repeating the obvious.

—*H.G. Wells*

ON COURAGE:

The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.

—*Martin Luther King, Jr.*

Let me win. But if I cannot win, let me be brave in the attempt.

—*Special Olympics motto*



ON TENACITY:

I've missed more than 9,000 shots in my career. I've lost almost 300 games. Twenty-six times I've been entrusted to take the game winning shot...and missed. I've failed over, and over, and over over again in my life. And that is why I succeed.

—*Michael Jordan*

ON THE FUTURE:

Somewhere out in this audience may even be someone who will one day follow in my footsteps and preside over the White House as the president's spouse. I wish him well!

—*Barbara Bush*

ON LEADERSHIP EXPECTATIONS:

Managers are not paid to make the inevitable happen.

—*Beware the Busy Manager by Heike Bruch & Sumantra Ghoshal*

ON SELF-CONFIDENCE:

No one can make you feel inferior without your consent.

—*Eleanor Roosevelt*

ON EXPERIENCE:

Good judgment comes from experience, and often experience comes from bad judgment.

—*Unknown*