1. Outline the points I want to make in the letter to the CEO. A CEO is more likely to read a quick, **punchy letter** than a very long, rambling letter. It is extremely important to me that my letter come across as thoughtful, thought provoking and organized. I don’t want it to sound demanding or
2. I need to make sure my letter gets to the point in the first paragraph, such as I am writing to share with you my concerns and recommendations about employee morale, lack of management accountability and savings & efficiencies issues facing the company.
   1. I’m not sure if it would be useful for the CEO to know little bit about me. I joined the organization with more than 16 years of professional experience including management positions with multi-billion dollar companies in Silicon Valley, California. I joined the company less than 4 years ago and my comments are based purely on what I have seen and experienced during the 42 months in my office.
3. Use the second paragraph to introduce bullet points to emphasize my key concerns. Set up bullet points with an introductory sentence ending with a colon, such as, Here are my key concerns with regards to the Lack of Management Accountability:
4. List my key concerns using the same type of bullet for each point. Place each bullet on a separate line.
5. End the letter by thanking the CEO for reading my letter and wish him well. Perhaps something like the following:

* Thank you in advance for taking time out of your busy schedule to read my letter. Wishing you much success in solving the many pressing issues that we are faced with. Together with the exceptional determination of MANY employees, your vision and leadership we’ll overcome these issues!!
* Please let me let me know should you have any questions or need additional information.

1. I would like to somehow include the following in my letter to the CEO:

* Philip of Macedonia, the father of Alexander the Great, said, “An army of deer led by a lion is more to be feared than an army of lions led by a deer.” Mark Sanborn, an authority in leadership argues that Philip missed a bigger point, “An army of lions led by a lion is to be feared most of all, for it is unstoppable.” Having an organization where everyone leads is more powerful than having a strong and effective leadership at the top of the organization.
* My intention is not to paint all managers with the same brush. However, I trust what I have experienced in my office is not an isolated incident. Where there’s smoke there’s fire. In my book, it is even too much to have one of these weak and incompetent front-line managers in each location. The incompetencies of these managers have a huge impact on the public perception, productivity and our financials (namely, account receivables).
* I strongly believe major portion of our problems is contributed to lack of accountability at front-line manager and territory manager levels. These front-line managers are trusted with significant decisions and no accountability. God forbid should someone challenge the status quo. Immediately, the next level manager makes it very clear the front-line manager is in charge. They do that without asking or investigating the facts. I am here to do the right thing not what is easy.
* Questioning/challenging status quo
* Gender bias; why don’t we take necessary steps through training and education to overcome this and give voice to women in our workforce instead of labeling them by saying they are “aggressive” or “bossy.” I believe women can add much value to the success of any organization and should be included in the decision-making process and management positions.
* Promotions/hiring is based on length of service rather than skill sets; the most successful corporations if not all corporations in Silicon Valley have adapted this strategy why not us?
* Personnel is Policy - What I mean, of course, is that to successfully execute policies of any organization it is necessary to hire personnel who support these policies, and who would work to achieve the organization's objectives rather than to undermine them. People that you hire are the policies that are implemented. Good policies cannot be advanced without good, capable, and committed personnel to formulate, implement, promote, and steadfastly defend them. It is clear front-line managers and territory managers are not sensitive and don’t follow set policies…
* Fear of retaliation
* Action speaks louder than words
* No consensus-building