



**Marissa Mayer – CEO, Yahoo!**  
**Approved memo from HR – Telecommuting Ban**



YAHOO! PROPRIETARY AND CONFIDENTIAL INFORMATION — DO NOT FORWARD

Yahoos,

Over the past few months, we have introduced a number of great benefits and tools to make us more productive, efficient and fun. With the introduction of initiatives like FYI, Goals and PB&J, we want everyone to participate in our culture and contribute to the positive momentum. From Sunnyvale to Santa Monica, Bangalore to Beijing — I think we can all feel the energy and buzz in our offices.

To become the absolute best place to work, communication and collaboration will be important, so we need to be working side-by-side. That is why it is critical that we are all present in our offices. Some of the best decisions and insights come from hallway and cafeteria discussions, meeting new people, and impromptu team meetings. Speed and quality are often sacrificed when we work from home. We need to be one Yahoo!, and that starts with physically being together.

Beginning in June, we're asking all employees with work-from-home arrangements to work in Yahoo! offices. If this impacts

**Comment [ 1]:** Important to share her expectation; however, it would have been better to write the memo knowing it would leak.

**Comment [ 2]:** This hyperbole is a buzz kill since the phrase contains empty words, and it's overly positive and sugary tone signals something bad is coming.

**Comment [ 3]:** What's the business problem here, which then should set up the case for change. What's the burning platform for change?

**Comment [ 4]:** Yes! This is true. Face-to-face communication is on life support in many organizations. Creativity and collaboration are developed through the right balance of leadership, culture, and employee engagement...not just being located with the 4 same walls.

**Comment [ 5]:** What's the proof of this?

# HIT or MISS'ive

you, your management has already been in touch with next steps. And, for the rest of us who occasionally have to stay home for the cable guy, please use your best judgment in the spirit of collaboration. Being a Yahoo isn't just about your day-to-day job, it is about the interactions and experiences that are only possible in our offices.

Thanks to all of you, we've already made remarkable progress as a company — and the best is yet to come.

Jackie

**Comment [ 6 ]:** Glad management talked with the affected employees first before this broader announcement. Wonder what reaction management received?

**Comment [ 7 ]:** How will leadership lead by example?

**Comment [ 8 ]:** Too much rah-rah without proof. Bad news is still bad news. Treat employees like adults and be direct. No need for these empty words.

**Comment [ 9 ]:** Jackie? This is a major policy change that will affect the productivity and morale of the entire company. This is a message that should have been delivered from the top.