

### Note to the Second Edition

When I considered updating *The SAIC Solution* in this second edition of the book, I was faced with a decision. Should I completely update the first-edition text, or should I leave it mostly intact, with the exception of making corrections where necessary? As it turns out, I decided to go with a compromise between those two polar positions.

This second edition of *The SAIC Solution* is for the most part identical to the first edition with key exceptions: necessary typographical corrections have indeed been made; Chapters 1, 5, and 6 have been updated with more recent statistics; the unofficial spin-offs figure in Chapter 7 includes corrections and additions; and Chapters 13 and 14 have been completely updated. In the case of Chapter 13, I wanted to take a closer look at SAIC's board and to more fully explore my belief that their abandonment of the employee-ownership culture that we worked so hard to build over the years has had a terribly negative impact on the company, its people, and its bottom-line performance. In the case of Chapter 14, I decided to focus my look at the future to the prospects of employee ownership and the work that the Foundation for Enterprise Development, the Beyster Institute, and other organizations are doing to promote it. I also added a new Appendix D, which contains an internal SAIC speech I gave on the meaning of employee ownership. This speech in retrospect captures for me how employee ownership fits with the many other issues that come up in growing organizations.

I hope you enjoy this book. Please visit my blog at [beyster.com](http://beyster.com) to post your comments. Thank you.

J. Robert Beyster, April 2014

