

---

**From:** Anthony Rush [rush\_aj@██████████]  
**Sent:** 22 April 2010 20:23  
**To:** Fitchie, Andrew  
**Subject:** RE: Simpleton's view

Thanks Andrew,

We have another example of the dangers of asking you and Brandon as well as me to comment on what is a management letter. It deeply depresses me. The letter as drafted gives notice for immediate action to be taken.

Tony

---

**From:** Fitchie, Andrew [<mailto:Andrew.Fitchie@dlapiper.com>]  
**Sent:** 22 April 2010 19:10  
**To:** Anthony Rush  
**Subject:** Simpleton's view

**Private**

Tony

I had a lengthy discussion with Richard after you and I spoke. There is no sense/desire to have me reporting in on what Rush is doing. Excuse terseness, in haste and unrehearsed.

I have suggested that there is a 'rules of engagement' discussion and quickly. How those are restated and calibrated is for Richard, David and you - but having spoken to both you and to Richard, I see a growing risk that intellectual energy and vital time that could be productively deployed may be dissipated in miscomms., missing info, missing instructions, misgivings and misfires and then inconclusive bi-laterals about these mishaps - prime examples being the prelims, the Depot instructions and apparently Monday's meeting (and the "cracked" email (curiously I simply thought "Tony at play 'on that one), and the splinter grenade effect of multiple interpretations of comments/debriefs.


If this magnifies, it will be singularly unhelpful (you mentioned the words 'I'd rather go and play golf') for your objectives and methodology- identify and annihilate dross, set up planned and risk-assessed - not risk free - surgery and restoration on affected parts - and for **tie's** needs that is : rapid progress towards the solution, sacrificing some completeness on the initial absolute clarity about how the solution gets nailed ultimately). I have made it plain that the large meeting, related process focus and consensual approach on next steps cannot service what you are trying to do and that I believe that **tie** have to accommodate this. Monday is now in the diary at 8.30am. I had very much hoped that any discussions could come before that. I need to respect that Richard said let it all settle for 48 hours.

The "clean " team proposition requires some open discussion with Richard and David.

**In three months you have achieved a massive and effective scenery change;** now it is about getting all actors to play their parts. The degree to which this involves a new, hand-picked cast, understudies or better rehearsed original principals is at issue. There is bound to be bruising.

kind regards

**Andrew S. Fitchie**  
**Partner, Location Head Finance & Projects**  
DLA Piper Scotland LLP  
T: +44 (0) ██████████  
M: +44 (0) ██████████  
F: +44 (0)131 242 5562

 Please consider the environment before printing my email

-----  
This email is from DLA Piper Scotland LLP. The contents of this email and any attachments are confidential to the intended recipient. They may not be disclosed to or used by or copied in any way by anyone other than the intended recipient. If this e mail is received in error, please contact DLA Piper Scotland LLP on +44 (0) 8700 111111 quoting the name of the sender and the email address to which it has been sent and then delete it. Please note that neither DLA Piper Scotland LLP nor the sender accepts any responsibility for viruses and it is your responsibility to scan or otherwise check this email and any attachments. DLA Piper Scotland LLP is a limited liability partnership registered in Scotland (registered number SO300365), which provides services from offices in Scotland. A list of members is open for inspection at its registered office and principal place of business Rutland Square, Edinburgh, EH1 2AA. Partner denotes member of a limited liability partnership. DLA Piper Scotland LLP is regulated by the Law Society of Scotland and is a member of DLA Piper, an international legal practice, the members of which are separate and distinct legal entities. For further information, please refer to [www.dlapiper.com](http://www.dlapiper.com). -----  
-----