Recognizing there were concerns building from the delays in finalizing the reorganization and an imbalance in the Lync Test teams, on February 5th, 2011, the Test Director sent this email on a Saturday morning:

*Hey*

*My apologies for sending this on a Saturday morning, but I wanted to give an update on our progress as we organize for the next version of Lync. Over the last week, we have made great progress and are* ***almost done****. Thank you for your thoroughness in working to understand and diligently explore your options. I have heard many great stories of in-depth discussions and systematic exploration as people consider their careers, technology interests, business priorities, managers and teams as they make their plans.* ***Thank you*** *all for your effort on this – this is an amazing team…*

*As you remember from last fall, our aspirations are*

*Customer Focus*

*Self-Organizing / High Trust teams*

*Show Value Frequently*

*Continuous Improvement and Innovation*

*Have Fun*

*And we’re trying to stay true to those principles as we organize for the next version of Lync. The good news is that, for the most part, we came in roughly balanced across feature areas. That said, we are funding some additional areas like Engineering Services where economies of scale will benefit all of us.*

*After everyone’s great work last week (thx!), it seems we might still be a little light, relative to the new plans on one specific Team. About 30% of the overall effort will be in that Team, with a significant portion of that effort on a new architecture, cool new features, etc. Right now, the number of people choosing that Team is below that, with only about 10% of our effort going here.*

*That means that there is challenging and interesting new work, offering excellent career growth, on that Team – that remains open right now. We have new hires who are starting over the next few months, but the Test Managers and I thought that being transparent and sharing more details about where we landed relative to our needs would be helpful as we all decide on the team we want to create for the upcoming Lync product cycle.*

*Self-organizing / high trust teams is something we really do believe in – and so we didn’t want to automatically give the cool new feature work to a new hire and provide someone who’s not even on our team yet the [new architecture | new user experience | high profile | high visibility] “opportunity to shine” <grin> without offering that same thing to each of you first.*

*We’ll walk through in more detail at Monday’s Any Hands meeting, but I wanted to give an update and openly share more info about our progress.*

*I know many of you are very happy with where you are – and that will energize all of us for the start of the next version of Lync – but if you are flexible or deliberating, I’d ask you to consider these challenges and the opportunities in the under-resourced Team, relative to your current spot.*

*Most importantly, I wanted to share our current distribution challenge area so you’d have the weekend to think more about it – and we can all work together to solve.*

*Thank you all for your help and continued efforts to develop a world-class, rock star team – I am very excited about the strength of what we are all building* ***together****.*

*Have a great weekend!*

*Thanks*

*Test Director*