

The SAIC Solution: Built by Employee Owners

Exponential Growth ✦ Ownership Culture ✦ Founder-CEO Succession

Freshly revised with new chapters on governance and the future of employee ownership, *The SAIC Solution: Built by Employee Owners* includes best practices for steady and rapid growth, and is a cautionary tale for any entrepreneur, company founder, or executive who may find that the company he or she built over the course of many years is at risk.

In 1969, scientist and reticent entrepreneur Dr. J. Robert Beyster started a technology company with a small group of fellow scientists and engineers. This company, Science Applications International Corporation (SAIC), grew into the largest employee-owned research and engineering firm in the US with annual revenue of more than \$11 billion by 2013. In this book, Dr. Beyster explores the unique principles behind SAIC's success, including putting people first, providing ownership to all employees, pushing decision making throughout the organization, experimenting constantly, formalizing a learning culture, and more, while telling the story of his own journey as a reluctant entrepreneur. Dr. Beyster's story is supplemented with the stories of many key men and women in SAIC's history, who were interviewed specifically for this book.

With the second edition of *The SAIC Solution*, Dr. Beyster also tells the story of shortcomings in succession planning and governance that led to his retirement in 2004. Within eighteen months, SAIC held an initial public offering (IPO) and subsequently dismantled its powerful employee-ownership culture. The result was reduced shareholder value until the eventual split of SAIC into two companies, Leidos and SAIC.

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