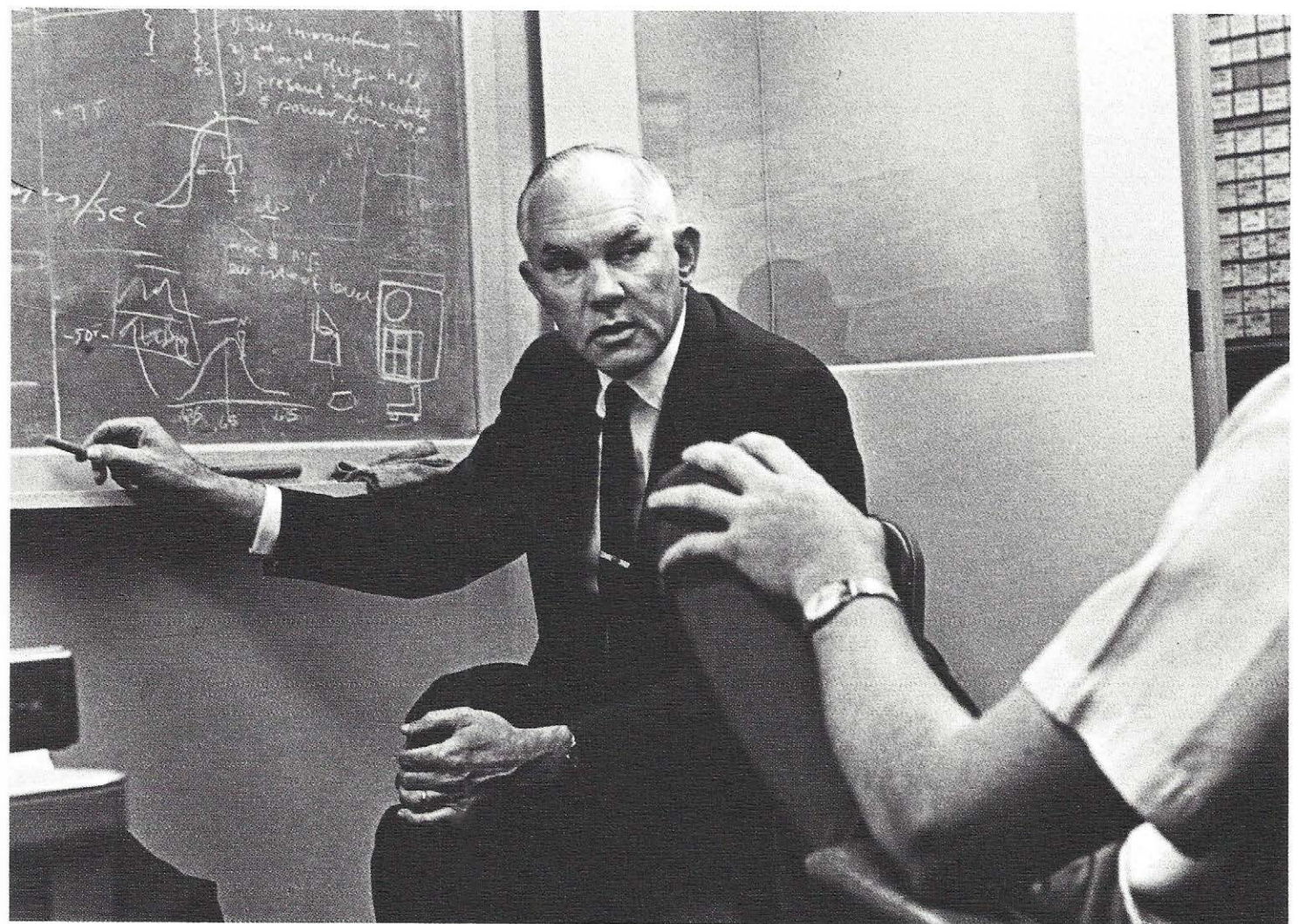


YOU ARE
TEKTRONIX

YOU ARE TEKTRONIX

This Matter of Tradition



As a new Tektronix employee, you may be asking just what kind of company you have become part of. But I'm hesitant to give "answers," for the simple (and maybe surprising) reason that they may be wrong.

For my job as president is like any job, in that the jobholder sees things from one particular viewpoint; and that viewpoint is neither unlimited nor infallible. (It's hard, too, to see something completely when you're inside it. As Marshall McLuhan notes: Whoever it was that first discovered a fishbowl, we can be sure it wasn't a fish.)

The kind of company Tektronix *may become* is of interest to both of us, I'm sure. And what it may someday become depends a lot on just how we look at it today.

The success of the company depends on the success of its products. That much goes without saying; no company will survive whose products fail.

Success depends also on creating the kind of human organization that best helps us develop and improve those products.

Whether traditions are "good" or "bad" has always been a moot point. To the extent that they provide a philosophical basis for growth, they are desirable; but to the extent that they are so rigid as to obstruct necessary change, they are better off not being spelled out at all.

Nothing—not the way we act, not the way we think—deserves to be perpetuated simply because "we've always done it this way." Yet company traditions—if they're continuously evaluated for soundness and productivity—can become a rich conceptual basis on which to creatively build. This book describes some of the ways we at Tektronix have come to think about people, and about business. I would like now to add a few brief observations of my own.

It's not the purpose of this book to discuss Tektronix products. Nor is this the place to eulogize the many individuals who, throughout our history, first voiced or most vigorously championed the technical and human concepts that underlie our corporate well-being today. But to these people must go our lasting appreciation.

Your ideas also can change Tektronix. In a profit-sharing company, it is your business how all the rest of us do our jobs.

We've tried from the start to be a company where good ideas could take root and flourish. One such idea was profit sharing itself.

In the early days, our bonuses and incentives were tied only to output, not to profitability. Although it's not generally known, the change to profit sharing was an "employee," not a "management," idea. (In fact, I recall there were some in management who felt it might be too complicated to work.)

Tektronix has grown in size and complexity. Still, by closely linking human effort and reward, profit sharing continues to be a very important part of the way we work.

Even a lowered profit share has a benefit, in that it rapidly signals the need to do better. You can't always do something big or immediate about the problem, of course, but just being aware of it is helpful. At least, *not* knowing is never desirable.

In structuring a company, I suppose you can go about as far as your true feelings about people will let you go. But no farther. Our enterprise is based on some very strong feelings about human beings. Let me just mention four:

1. The individual has dignity and importance.
2. People are honest in a total sense.
3. Each person wants to do a good job.
4. No one has ever really found the limits of human ability.

Once you believe these things, then trust in the individual's integrity and confidence in his judgments both flow naturally.

The very broad base of human trust on which our operating policies are built has been called the "Tektronix honor system." Sometimes the system itself has been praised, but it ought not be. Any system will work that people will make work. Because people *do* act with honor, I believe our "system" can hardly fail.

Faith in people seems a small thing. But you can build a company on it.

For one thing, Tektronix doesn't have very many rules. Few signs here begin "No..." or say "Private." Our personnel-policy manual has only 11 pages.

Some people might *prefer* more rules. But we find that fat rulebooks work against the kind of company we want to be, in which each person is, to the largest degree possible, self-directing.

All in all, given adequate information and guidance, people relying on their best judgments will make "right" decisions. And *improper* rules, however vigorously they may be promoted, will not in the long run be effective.

Some Tektronix characteristics have evolved; others just began and were never superseded. For instance, we liked calling one another by our first names; no one came along and started the "mister" bit, and it hasn't been missed.

Ours is a very informal company, unusual for an organization so large and complex. Although it's necessary to differentiate (in pay, job duties and so on) among employees, it is *not* necessary to imply distinctions among, or create "levels" of, *people*. Each unnecessary formalizing of a relationship, like each unnecessary formalizing of a procedure, is the hardening of an artery.

The more ways there are in which we *must* behave, the less gracefully our company is likely to change. Today's world spins fast; the company that *cannot* change is obsolescent.

In a society seemingly bent on reducing people to units and human traits to numbers, Tektronix seeks to remain a very personal company. I believe also that it is a company in which people have learned to talk easily with one another, to offer and to ask for help. And I hope it is, and will increasingly become, a company whose growth lets you realize your own desires to grow and to contribute.

I'm sure we've nowhere near optimum in our use of human resources. But I feel we're farther down that road than most organizations. With your help, we'll get there.

To this company—a dynamic, unique, sometimes perplexing one—may I personally welcome you.

A handwritten signature in dark ink, reading "Howard". The script is fluid and cursive, with a large, sweeping initial 'H'.

Howard Vollum,
president

YOU ARE TEKTRONIX



You are Tektronix—you and thousands of others both like and unlike you. Individual human beings, each with skills valuable to us, and each with reasons of your own for identifying with our enterprise.

Tektronix is "my company" to about 10,000 people; they call it "Tek." It is their creation (and, soon, partly, *your* creation also).

Tektronix—like you—is unique. A good part of the uniqueness is the way people here have learned to work together.

Put it this way: We try to be a place where you can *contribute to your utmost* . . .

It's not our having this philosophy that makes the difference, but the fact that so many people here work so hard at living it . . .



From the moment you joined Tektronix, "we" and "you" became inappropriate terms. For there is no company "we" separate from the people ("you") who make it up.

But, for convenience only, let "we" signify those of us already here and "you" mean you who are just coming aboard.



The ideas we try to live by are neither new nor unusual: One, that everyone wants to do a good job; thus there is no need for artificial incentives or controls. Another, that the goals of the company and those of the individual are the same.

Join these two ideas, and you have a company that has learned to work together in a special (and effective) way. Tektronix has been, throughout its history, an example of participative corporate development, with reasonable human and economic success.

The edge that separates us from our nearest competitor is found in the attitudes of our employees. Our great strength has been their continuing dedication not only to their own jobs but also to company welfare as something not apart from, but a *part of*, their own efforts.

They—we—you—are Tektronix.



Tektronix has made certain assumptions about you: That you want to grow, to do your job well, to gain not only material reward but also the respect of others. These goals dovetail with company aims for high quality, fair price and excellent service — thus satisfied customers and a helpful and positive contribution to the world.

Certainly a company must remain profitable if it is to remain at all. But we feel that to ignore values *other* than profit—that is, human values—is to prosper at the expense of the society that nurtures us.

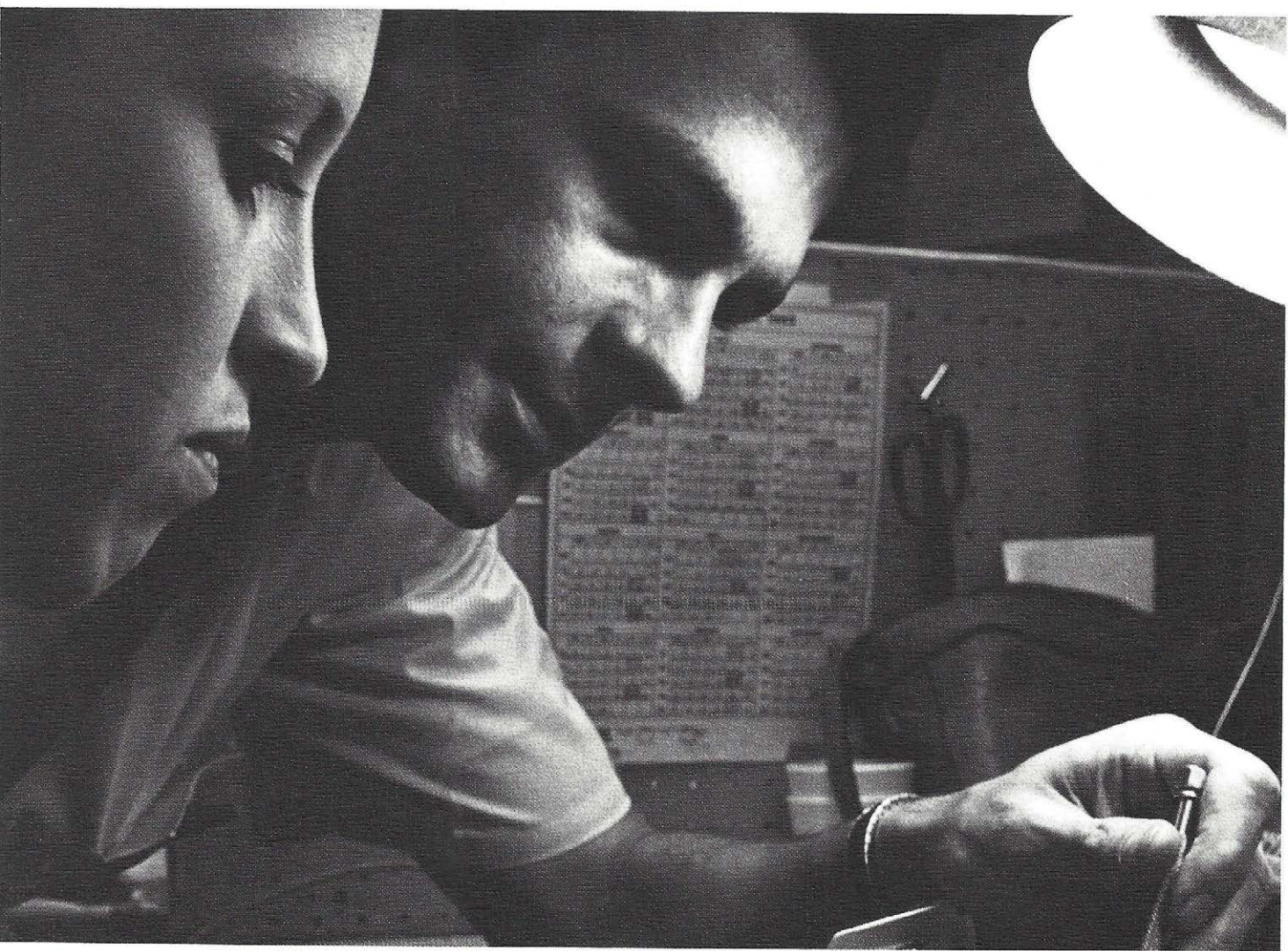
fortunately, there is one limitless resource . . .

There are almost no limitless resources; but, fortunately, there is one.

The creativity and ingenuity of the individual human being know no limits. If it were not so, Tektronix would grind to a halt.

The company that draws its strength from the uniqueness of each individual becomes more than the sum of its numbers. Tektronix' success is the total of all your individual successes. Thus, whatever we can do to help *you* succeed helps *us* succeed. You are Tektronix.







Here, the dignity and worth of the individual have always been a predominant concern. The effort is continuous to create an atmosphere in which each person can do a good job and grow in stature.

The day when employees were mere cogs in a production machine has long since passed. In you, Tektronix has gained a human being; and it is your *human* characteristics that are of greatest importance to us.



These men are in the oscilloscope business. They're cutting down trees to make room to build a building to house an operation to form metal parts to make up the chassis to hold the electrical components to make an oscilloscope work.

Their job is important.

It takes a great variety of skills, all performed with high competence, to produce an oscilloscope. We can't count all the separate job titles, ranging from artist to physicist to truck driver to glass blower.

Whatever your job is, we hope you never lose the awareness of how important it is to all of us.

this company is human, and thus fallible . . .

You'll find, before you've been here long, that ours is a human company, and thus a fallible one. Not everything is done the best way—and today's way may not be best tomorrow. We seek continuously to determine which practices are contributing to success (and which ones are merely accompanying success).

Tektronix is not the same company today that it was yesterday, nor will it be the same tomorrow as today. It will change—in some cases because you have caused it to be different. Your value over the years will lie in your ability to *contribute* to the changes that occur.





What does Tektronix expect of you?

Whatever skills or talent you possess, the most important thing you can bring to *any* job is your judgment. We expect—and encourage—you to exercise it.

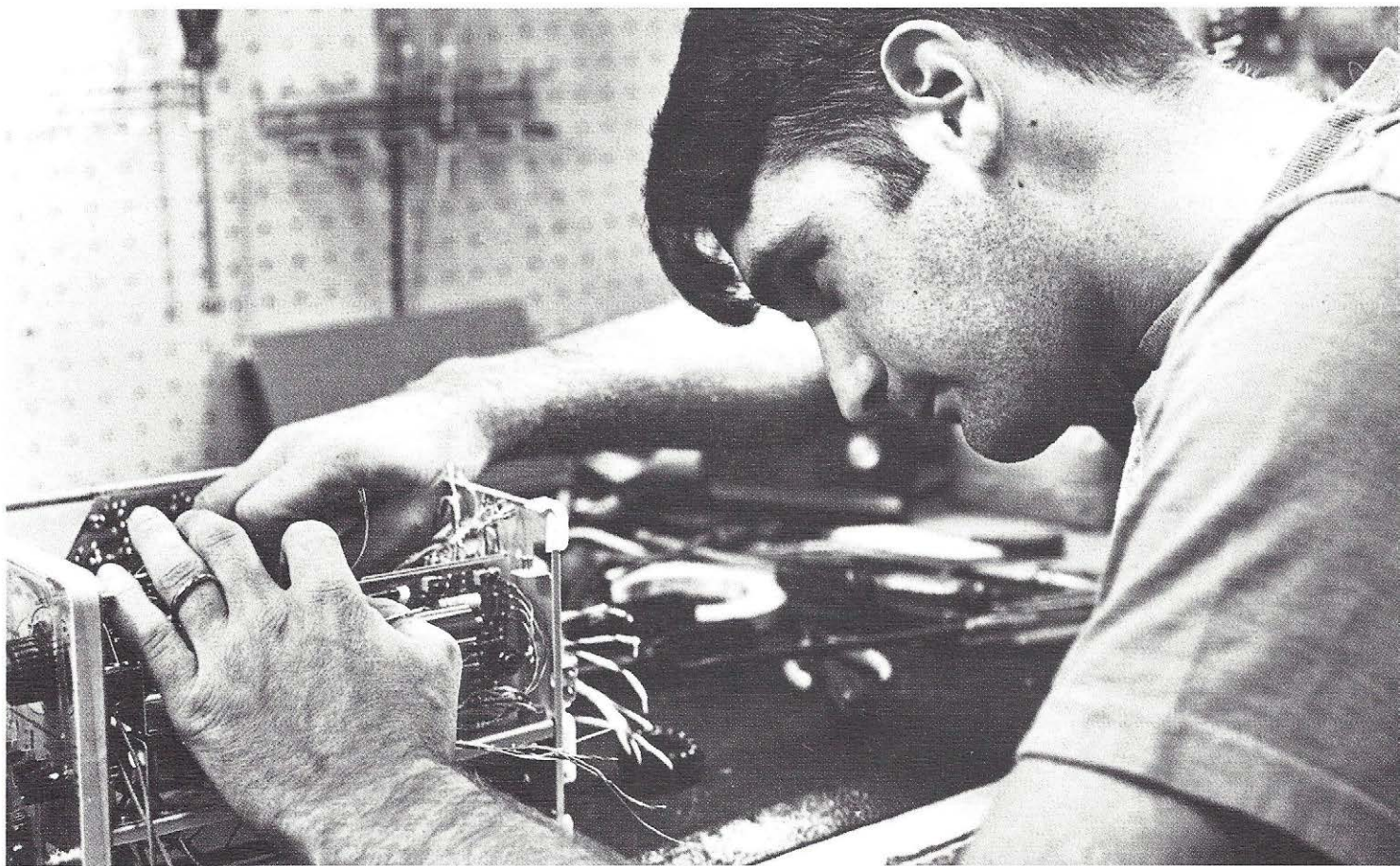
The company will fail that does not build in and strengthen human judgment. Judgment, of course, can't be ordered, but the environment can be provided in which it grows.

Tektronix expects you to contribute your judgment as broadly as possible. Your job, in its specific details, will be described for you. But, in broadest outlines, its boundaries are those of the company itself.

There is no "suggestion system" here. Your continued questioning of things as they are is something we expect of you. It's one thing to live tolerantly with the imperfections of the day; it's another thing entirely to accept them again tomorrow, without a mighty effort toward change.

There is no "right" way to do anything. Our daily task is to find better ways to perform tasks already being done "right." In our history, thousands of better ways to do things have been developed—by thousands of people like yourself.

In you, Tektronix has gained a unique human being, with your own way of looking at things; that's a characteristic we hope to encourage, not remove. What is the "Tek way?" you may ask. It is to give utmost consideration to *your* way.



It has been our goal to hire the best people, help each person find the job he can do best, and give him as much opportunity and responsibility as he can handle. (Sometimes we may expect more of him than he expects of himself, and challenge him to exceed those expectations.)

Then, we try to stay out of his way.

Our organizational structure is intended to be strong enough to support you, but not so rigid as to cramp your style, to impinge on your ability to do your best.

At Tektronix, the organization is a means, not an end. There's little status, for instance, in a title.

You may be surprised to find how few people will even *remember* your title. You *will* be known by what you contribute—and, like the rest of us, by your first name.

Thus you'll find few people at Tektronix (and almost no rule books) telling you how things must be done. On the other hand, you will find a *lot* of people who'll give you ideas and help as to how something *might* be done. Tektronix tries to be a supportive company. For, your success is ours.

We try also to avoid implying that anyone—whatever his job or pay level—is superior as a person. That “some are more equal than others.”



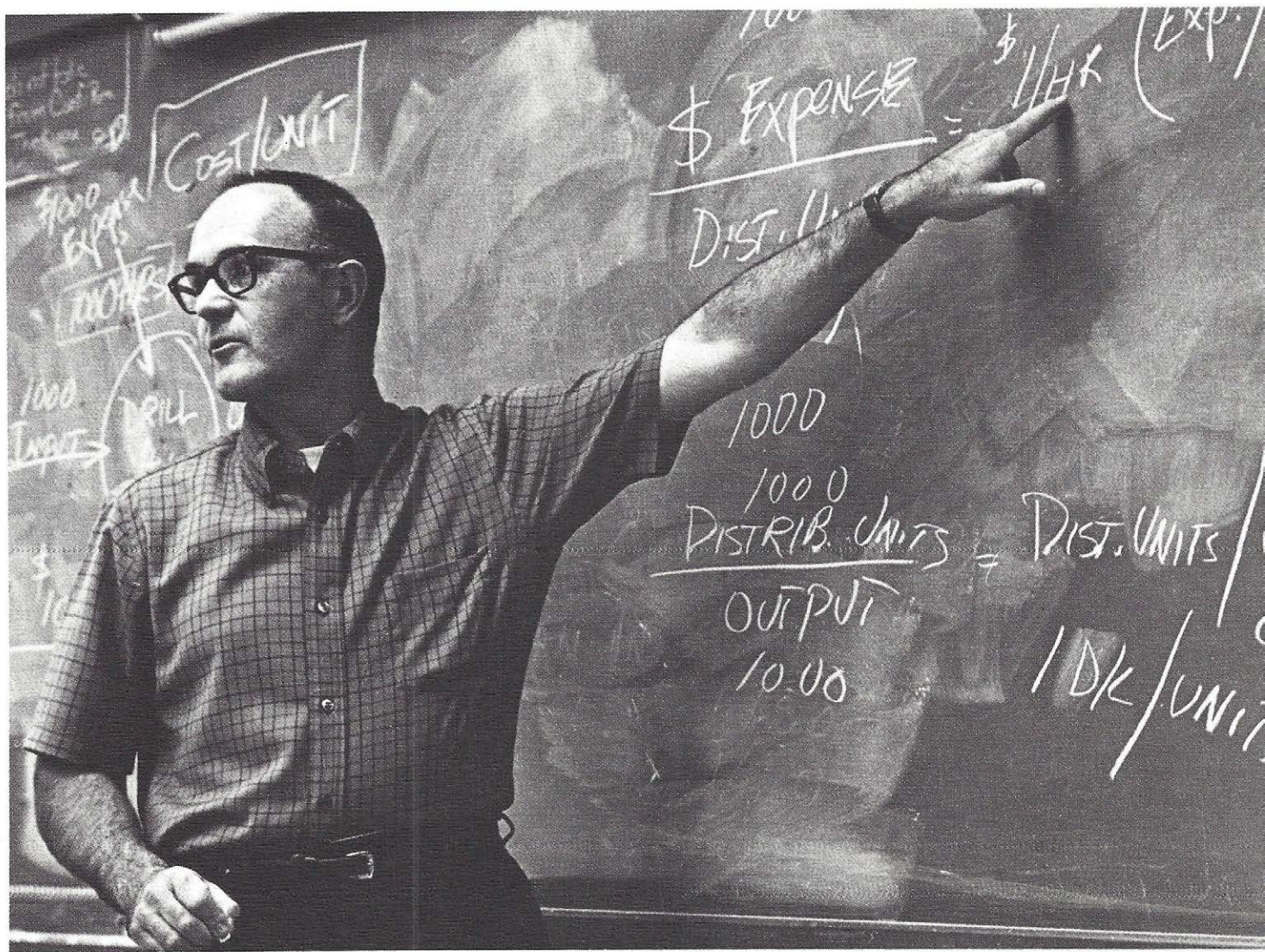
Here your power to influence should depend as much as possible on the worth of your particular judgment and the nature of the situation—and not on “status” or other irrelevant factors.

Respect for human dignity is a Tektronix tradition, and we work hard to make the abstract idea of basic justice an operating reality.

One manager expressed it well: “A person can stumble and fall; he can cost us money; he can lose us efficiency. But we *can’t* allow one person to harm another.”

To assure that poor or arbitrary judgments aren’t made that impede your ability to contribute, a review system—all the way to the president if necessary—is your right.

this may not be an easy place to work . . .

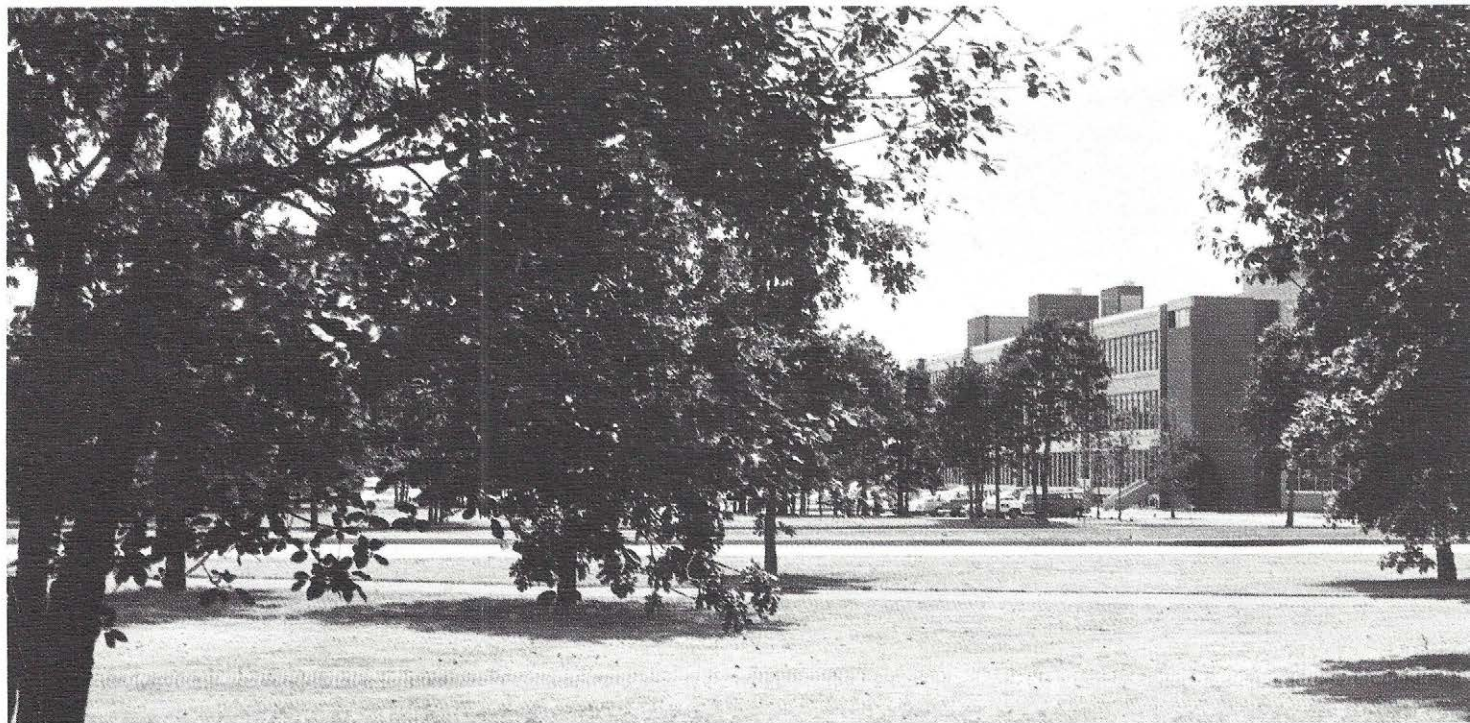


Tektronix is considered a good place to work. But it's not always an easy place to work.

For one thing, personal challenge here is almost continuous. There's never too much talent, never too much ability. We search constantly for bright ideas, innovativeness, creativity . . . and sometimes we will challenge you to do more than you ever thought you could do.

It's to the advantage of all of us that you develop your inner resources fully. Tektronix tries to provide a variety of opportunities for self-development. And we will nudge you from time to time, in ways both subtle and otherwise, to take part.



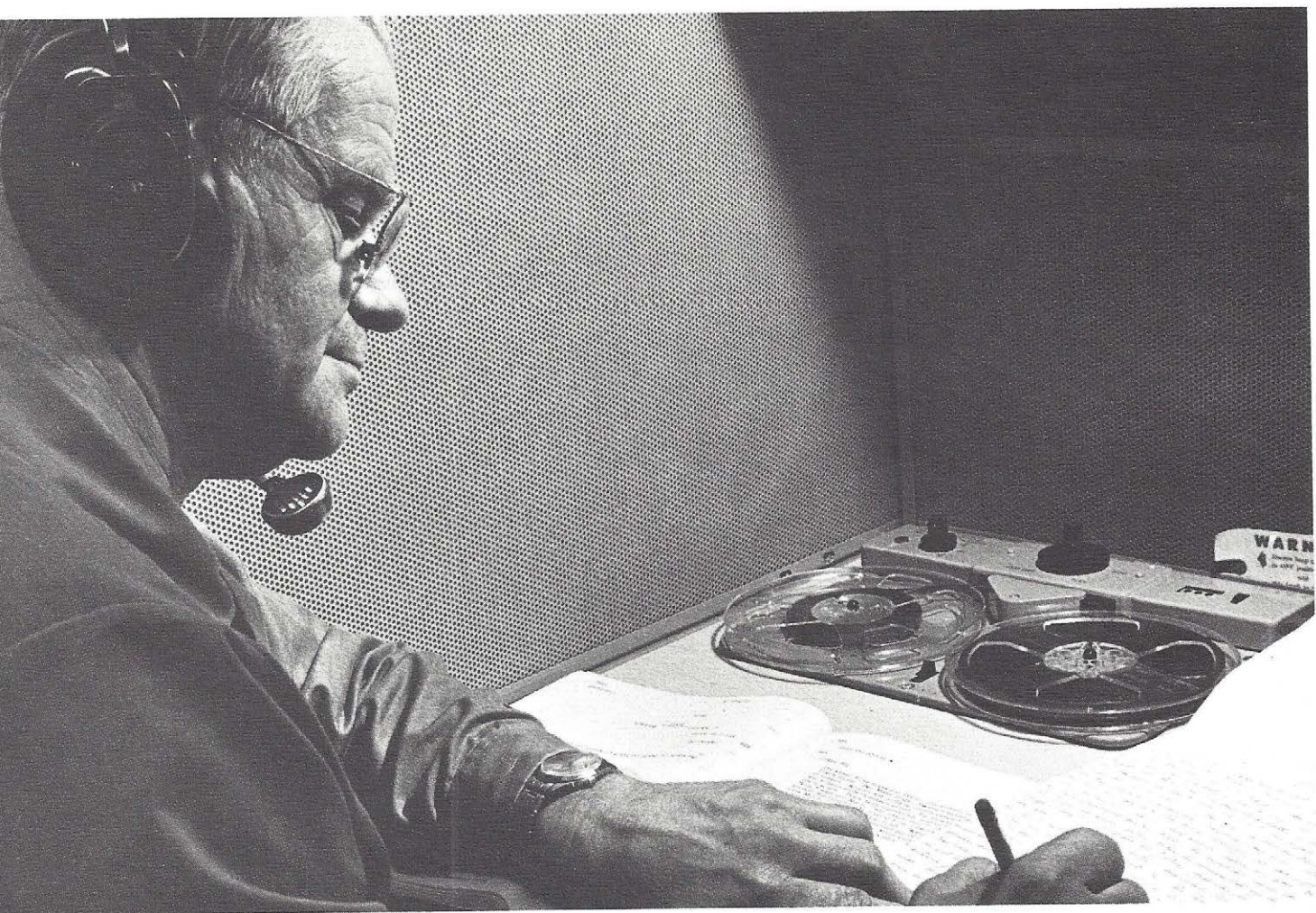


Tektronix' industrial park resembles a campus, and never more so than during the evenings of the Tek "school year."

A climate has arisen at Tektronix requiring that its people be self-directing. Partly in response, employee/students by the thousands take part each year in a large and increasing variety of educational experiences on the Tek "campus," ranging

from technical classes relating to specific jobs through general courses aimed at the broadest individual development.

This program, along with other ways of encouraging the learning process, underscores our belief that continued self-renewal is today—for both company and individual—a necessity rather than an option.



Historically, one of the hardest things about any new experience is the fear of failure.

Here, errors are not seen as undesirable “hiccups” in the learning process; rather, they are a key *part* of that process—something to learn from, not something to punish for. After all, the only baseball player with a perfect fielding average is the fellow who hasn’t tried for the tough ones.

We try hard to give each person as much room as possible to make mistakes, thus to learn. (And, sure, sometimes we fail.)

your future is in your hands . . .

Your future is in your hands, and the skills they perform; in your mind, and the ideas it creates.

Although your worth as a human being is never judged here, your worth as an employee *is*—continuously. (And, in our profit-sharing company, you'll find that a lot of people will notice, and care about, what you do.)

Tektronix will "give" you neither pay increases nor promotions. But it will provide opportunities for you to *earn* both.

Your individual *merit*—defined as precisely and judged as keenly as possible—is the key to your success. The amount of time you spend here, however, is not, by itself, a guarantee of either growth within one job or advancement to another.

You'll find many avenues for increased contribution: You may do your job better (increase your production, become more efficient, improve in skill). Or you may, through your own efforts, make your job grow, bringing with it a broader chance to contribute. High performance also is an excellent way to get promoted to greater challenges; Tektronix tries to fill job openings with people who already have proved their capability here.

Because jobs vary widely, the ingredients of meritorious performance also vary. We make a continuous attempt to be aware of your contribution, and to judge fairly—and reward fairly—your worth to the company.

At Tektronix, only what you *do* matters. Not seniority; not personal relationships; not race nor age; not physical impairment, or lack of it . . . In the search for excellence, as we learned a long while back, you can't afford to rule out any source.





Of your manager's many roles, none is more important than that of coach.

Coaching is a concept essential to the kind of company Tektronix wants to be. On your manager is placed an important company expectation: That his efforts to help you improve on the job, and thus increase your value to Tektronix, will be continuous.

Through the process of informal day-to-day coaching, he'll share with you his experiences and knowledge, as they apply to the job you do and to the problems you may from time to time face.

Get to know your boss. He's there to listen to you; to give advice; to provide, or help you find, answers; to consider your suggestions. He may well be the first person you'll turn to when you need help.

And, at appropriate times, he'll sit down and review with you your job performance. You and he will compare notes on how well you each feel the job is being done. At these somewhat more "formal" performance reviews, he'll want to know of your plans and hopes for the next year, and to learn also of any problems you have that he can help solve.

Your boss, like all Tektronix managers, is expected to take most seriously his responsibility to "grow people." For the capability lying within the human individual is truly tremendous. Tektronix seeks to find it, encourage it, unleash it. If it were to go unchallenged, it would be the greatest of losses. To *all* of us.



Profit-sharing is a way of life here. Some of its aspects are obvious; one is that you can affect your own paycheck and your own future—not only by the work you do, but also by the example you set for others.

There also is a subtler side. In a profit-sharing company, each of us is accountable to *all the others*. Thus you'll probably find that a lot of

people care about what you do. And give you help when you need it.

Sharing the profits of the company is both an opportunity and a risk. That the opportunity exceeds the risk is indicated by the strong identification shown, throughout our history, of individual and company fortune.

Now that you're here, we hope you'll stay a long while.

Tektronix has long denied itself the easy "out" of hiring and firing in response to the surges and ebbs of the market. Our policy of long-term stable employment has not only given us the benefit of experienced and dedicated employees, such as develop with years of service; it has also helped maintain an even employment picture in our local community.

There is no 20/20 crystal ball. A company can't predict its own future; thus employment continuity must be a goal, never a guarantee. Tektronix' growth rate has been such that temporary work-force reductions have never been required. But such things do occur, even in the best of worlds.

Should such a decision ever become necessary, we intend that it be made only after the closest scrutiny of both its corporate and its human aspects.

Among the benefits of longevity are increased knowledge and, often, a deepening identification of employee with company. Because these things matter to us, we recognize continued valuable service in several ways:

One is to gradually increase the rate at which you earn vacation; another, to gradually increase your vested portion of your Retirement Trust fund. Also, sick pay does not stop accumulating at some point, but accrues without limit.

But, because merit is related to your *contribution* and not directly to the time you spend with us, your profit share is based on your pay, not length of service. The minute you joined us, you qualified to receive profit share on the same percentage basis as all the rest of us.



communicating is something you work at . . .

Communicating is something you work at. Communication is natural, certainly; so is a plant growing in a field. But both need cultivation.

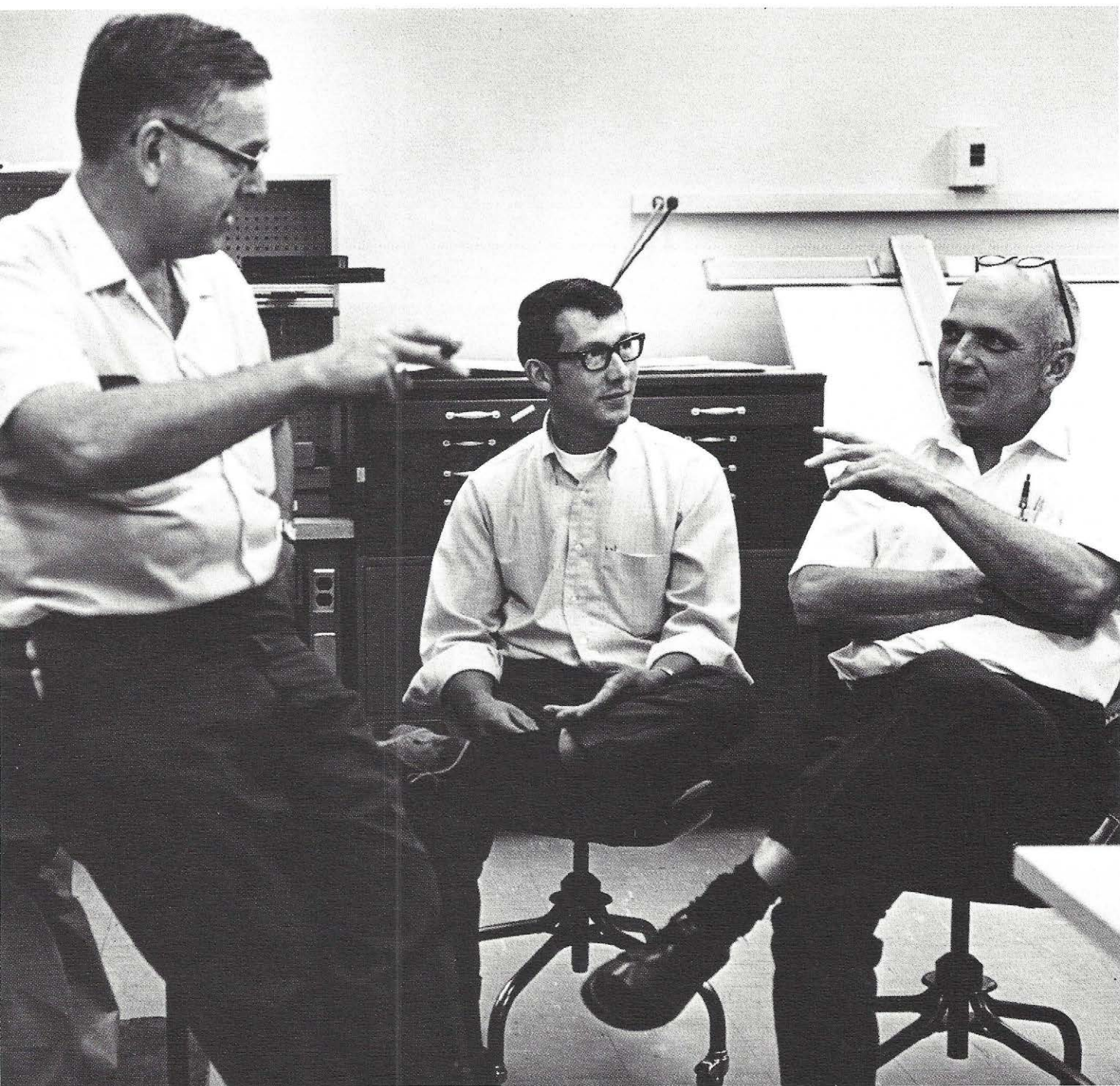
In a company, the human tendency to communicate can become impeded by increased size, growth in numbers of people and in the distance between them. And the organizational structure itself, blocks penciled on paper, can easily solidify into barriers to communication, if you don't watch carefully. Tektronix watches carefully.

Free exchange of information is more than a desirable adjunct to our operation; it is a basic reason why our whole enterprise works. We believe that each question deserves an answer (and that silence is an answer of an *undesirable* sort); each suggestion, a response; each gripe, honest consideration. And, most of all, that each person who needs help should be able to get it.

These beliefs are not unselfish. For a company, unanswered questions and complaints become festering sores; and untapped suggestions may be unmined gold.

For you to help someone, you must know what he's up to. And for you to get help, people need to know what *you're* about. A visitor once noted, "The price of autonomy is free disclosure." Fancy words, meaning: To the extent that you let others know what you're doing, you can operate freely.





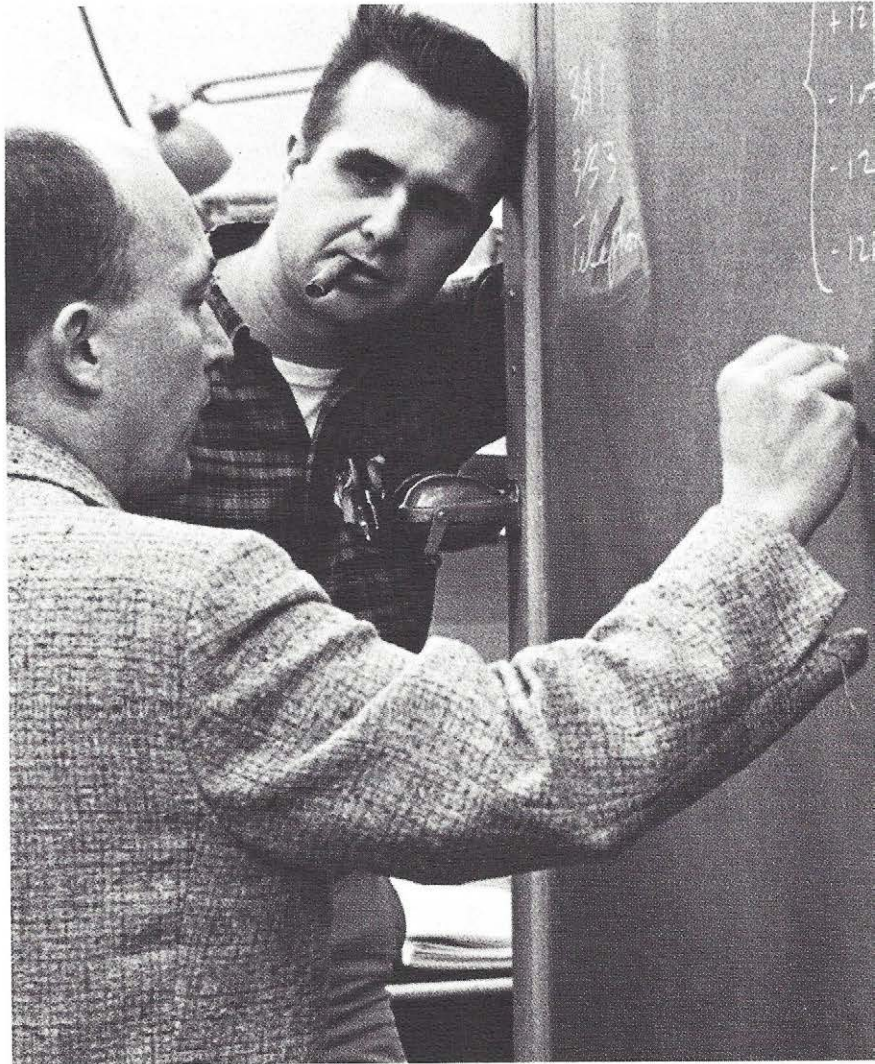
You'll find, before you've been here long, that Tektronix has unbelievable "bench strength"—great depth and breadth of human resources; and that people here depend on one another greatly. Because many others *do* depend on you, they will want to know how you're doing—and when you're having trouble, so they may help you do better.

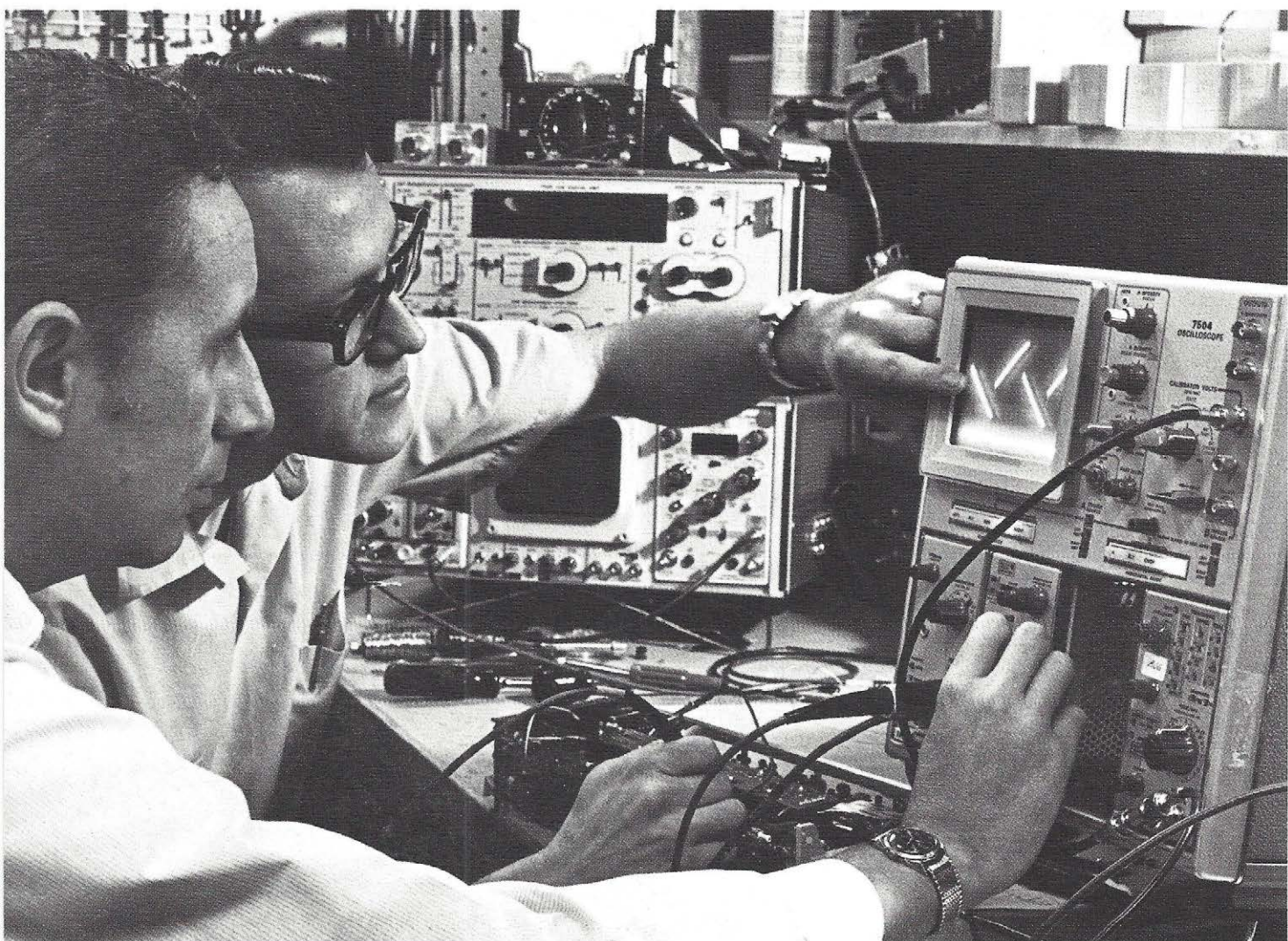
Here you'll find the emphasis is on communicating *with* you, not on communicating *to* you—or communicating *for* you. Tektronix tries to make available as many ways for you to communicate as you will need: A weekly newspaper, bulletin boards, a magazine and various other channels. They are *yours* to use.

You'll soon hear about the Area Representative activity. This program, changing as the company changes, is still another means of insuring that problems are discussed and suggestions aired.

The Area Representative is an employee like you, elected by his work area. The job varies with the area, its needs and the jobholder; but, in general, his task is to *be a friend to other employees* and, through whatever means he finds useful, to help make sure that the channels of communication are useable—and used.

How "good" is communication at Tektronix? As good as you, and the rest of us, can make it.





We've described Tektronix—as it was when these words were put onto paper. Already the description is obsolete. The world will not hold still.

The winds of change are capricious, in the economic sphere as elsewhere. To survive, a company must remain supple, and grow in size without growing in rigidity.

Thus our great trust lies in the individual's uniqueness; our great hope, in human judgment. The more "rules" that are needed—the more things that *must* be done a certain way—the less surely Tektronix can respond as the technological world about us pitches and yaws and rolls.

One might prefer it otherwise, but continuous change has become a way of life, and brings an unrelenting demand for both individual and company self-renewal. But it also offers each of us, each moment, new and unprecedented opportunities to contribute and to serve.

You are Tektronix. It is your company—and a pretty good one. But we expect you to make it better.

We'll help you all we can.



TEKTRONIX, INC., Beaverton, Oregon 97005

