



tek talk

employees' publication of Tektronix, Inc.

volume 8, number 1

February 3, 1961



sunrise on Millikan Way: Tek begins a new year

exchange

tek talk

Praise for Messenger Girls

To the editor,

It suddenly comes to my mind that the messenger girls have a pretty thankless job. We expect them to be right on time every hour of the day, to always be smiling, to interpret our thoughts, to never be tired or have an "off-day." It seems to me we expect them to be just about perfect in an otherwise imperfect organization.

It is seldom we think to compliment them on the service they give. We only complain—often about little things that are really quite unimportant—probably because there is no one else to complain about and it is an off-day for us.

I can still remember the days before messenger girls and I'm sure we are all thankful and happy to see their smiling faces in the morning. (As a matter of fact, I look forward to seeing them in the morning and my day just goes faster).

Over here, we think the messenger girls are doing a terrific job and we appreciate them—ALL of them.

Icel Schroeder
CRT Engineering

Cards Had Special Meaning

All those people who work in the Endicott field office would like to express their personal appreciation for the thoughtfulness of Howard and Jack in sending Christmas cards to all employees at Christmas time. Christmas cards to the Endicott office arrived a little late but the lateness was overshadowed by the following circumstances:

All those in the Endicott office received their cards in brown manila envelopes from the Brooklyn post office, water-soaked and smelling of jet fuel. The cards were obviously in the mail aboard the United DC-8 jet liner that crashed or collided with the TWA Constellation and made its final resting place in the heart of Brooklyn, in which crash 128 persons lost their lives.

These circumstances made the sentiments in the cards have a special meaning to Tek employees in Endicott.

Tony Bryan
(Endicott)

'No Modesty About Tek'

To the editor:

The latest issue of Tek Talk, which provided some very interesting reading, prompts me to write. It's encouraging to see someone take a positive attitude toward Tektronix in the Pro and Con section. We who are rather removed from the "Tek Spirit" must many times do our own care and feeding of the "Tek Spirit". We too are thankful for the opportunity to work for Tektronix, to share the company's growth, and to feel that we are contributing to its well being.

Perhaps it would help foster the "Spirit of Tektronix" thru pride of workmanship a bit. If we could tell of the many, many compliments made known almost daily by our customers for fine workmanship, high quality instruments, and our policy of technical assistance.

I wish it were possible to take each of those people responsible for the instruments such as those who do such an excellent job in wiring, cables, components, final assembly, and the people responsible for the component layout, on tours of some of our customers' facilities to hear these compliments first-hand.

On calls to discuss instruments and applications with customers we have numerous opportunities to observe first-hand some of the almost deplorable conditions in which people have to work. A particular instance is brought to mind: A major tube manufacturer whose marketing manager pointed out the many benefits which the company provides to its employees, making special mention of pleasant atmosphere in which to work. This was particularly striking, as I had just recently returned from Portland and the picture of the light, sunny, spotless, cafeteria at the Beaverton plant was such a contrast to the customer's cafeteria, which was located in the center of the building, having no windows and very poor air conditioning, very poor lighting and food to match.

It showed obvious lack of pride to their own surroundings—bare concrete floors, drab interior, which reflected in their products. I would like to have a few of the pessimists who obviously have no means of comparison, travel with me a few days. I can guarantee they would return to Tektronix with a different attitude. (I wonder how many griped about profit share being increased from 30 to 35%?)

The nice complimentary letter about Tektronix that appeared in Tek Talk was apparently a sincere expression, but what in heaven's name causes one to make such expressions, then wish to

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remain anonymous? Should this letter be published in Tek Talk it's my request the name be published. I have absolutely no modesty about Tektronix.

Tony Bryan
Endicott

Too Many Complaints

To the editor:

There have been too many complaints lately about the way things are managed at Tek. It is time someone from the ranks takes the other side. I, for one, want to say that I like the way Tek is managed.

The men who are leading Tek have done a great job. Our product is a worldwide success. We excel in our service to the field. Our plant is famed for its friendly climate. Our profit is ample, our income steady, and our jobs secure. And there is every reason to believe things will be even better! Where else can you plan on such a rosy future?

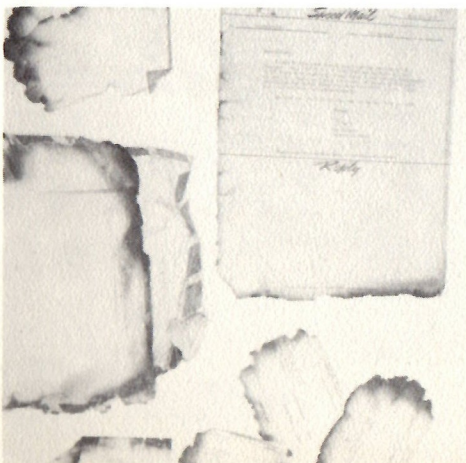
The minutes of the Group Rep meetings, and certain letters in Tek Talk have caused me concern. They have stated such petty complaints that I wonder if these people know the real problems at Tek. I'm sure they do not know about the long hours of planning and research that must go on to assure our progress.

The men who manage Tek spend a great deal of time and money on our welfare. We have new, modern buildings, the best in tools and supplies, and many extra comforts for our work. We are well-insured against loss of health or life, and well-cared-for on the job. I have never heard these men complain about us. They seem to be quite proud of us, in fact, and anxious to keep us happy.

These men surely know that our rapid growth causes problems with the increased number of people. They provide a highly trained staff to help solve these problems. If we are patient, they will work things out to our good, as they have always done in the past.

I commend the leaders of Tek on their skill and wisdom in dealing with us and the public. I trust them fully to chose the men who will lead us in the future.

Marybelle Rash
Plant #2



PM: "Administrative Process is Irreversible"

Johns Hopkins Dean Tells Tek Managers

"In the endless diversity and variety of human experience, there is always more than meets the eye... We need the capacity to look below the surface, to listen with the heart and with the mind as well as with the ears..."

Dean Robert H. Roy of Johns Hopkins university school of engineering concluded his three-day visit to Tektronix January 25 with this advice to company managers.

Speaking at an evening participative management meeting in Beaverton high school auditorium, Dean Roy made several observations on the role of managers, threading these comments through a narrative in which he described a 1945 Pennsylvania labor-management dispute—a controversy which he had arbitrated.

'Morals' Emphasized

He had described his talk in advance as a "story with some morals."

The morals dealt with (1) the need for executives to delegate authority to subordinates; (2) the need to exercise that authority at moment's notice—and to live with the results.

"The administrative process is irreversible," Dean Roy told the audience. "Executives at all levels must take reality as they meet it." Almost always,

he said, when an administrator makes a decision it's because he can neither side-step nor ignore reality.

When top management refuses to delegate authority—by insisting, for any reason, on keeping the decision-making power to itself—it often creates subordinates who are **unable** to make decisions, he added. They are, in effect, reduced to mere "relay stations."

Management Climate Important

Why does an executive refuse to delegate? It may be, the speaker suggested, that such persons need self-aggrandizement. "Thus it's futile to talk about developing executives at all levels unless the management climate is such as to grant a high level of local autonomy to each executive."

In organizations, underdelegation seems to be the rule, Dean Roy commented. He advised Tektronix, even though its divisions depend on one another, to develop as much local autonomy as it can.

He praised our policy of delegating authority, and of maximizing the role of the individual: "This company is unlike any company I've ever encountered."

Although he announced at the outset that he felt "incapable of solving what you think are your problems," Dean Roy did answer five questions from the audience following his address. (His answers here are paraphrased:)

Q. What are some things a rapidly-expanding company can do to alleviate growing pains?

Growth is a turbulent phenomenon. At present Tektronix is expanding rapidly; its facilities are overtaxed, its people overworked, its customers sometimes irked.

One mechanism might help, and that is some constraint at the top in the prosecution of sales. This, of course, runs counter to the maxim of business which says, "Sell like mad."

However, if in a period of fast growth you schedule to the saturation point you will surely get super-saturation. To avoid this requires curtailing the growth rate.

The alternative? Everybody work like blazes.

Q. In a decentralized organization, how can you be sure all areas are pulling in the same direction?

Local autonomy can be enjoyed only if the company practices total communication—announcing each area's intentions, each step of the way. These in-

tentions require constant repetition, even though some persons may forget to communicate; or be reluctant to communicate, or even be ashamed to communicate.

However, the price of local autonomy is free disclosure.

Q. Will you comment on authority, responsibility (accountability) and delegation and how they relate to each other, to the job and to the supervisor-relationship?

Authority and accountability are hand-maidens. The sea captain need not be on the bridge of his vessel at all times, but he is responsible at all times for the safety of his passengers.

In a dispute between management and labor, management always has the responsibility to get things back on an even keel.

The supervisor-subordinate relationship is somewhat like a parent-child relationship, because the subordinate is dependent on the supervisor—for work assigned, for merit pay increases...

A subordinate, to do his job well, should function in an "atmosphere of approval." And this doesn't mean endless back-patting.

Q. Can you suggest techniques for keeping the permissive atmosphere as we grow?

I oppose excessive rules, believing the more law the less equity. This doesn't mean anarchy—but human interactions are infinitely varied, and you can't spell out all the conditions. The goal should be to seek equity within a broad framework.

I believe in the practice of seniority, but blind adherence to it can work injustice.

The chief threat to permissiveness is its erosion by higher executives grasping authority—or by their subconscious refusal to allow individual decisions.

Q. We hear about participative management, but it seems to mean different things to different people. What are its most important characteristics?

Participative management means management that lets decisions be made as far down the table of organization as is compatible with the welfare of the enterprise. It means participating in decisions which affect your welfare, to the extent that this serves the organization's best interests.

The executive should ask himself to what extent he can draw on the energy and creativity of his subordinates, rather than try to retain full control himself to enlarge his own ego.

(Dean Roy left Portland Thursday, January 26. From Sunday through Wednesday he had toured Tektronix, spoken at several gatherings and consulted with managers at various levels to give his opinions on our operation.)



Tek Turns 15-

...and here, from Tek Talk's photo album, are some pictures of the early days at the Hawthorne plant, back when the company was young. Then, all our people and all our parts and all the scopes we could build in a month could fit easily into one room, with space to spare...

Fifteen years—and what's a birthday without a little reminiscing?

Below, the Hawthorne crew celebrates Christmas 1949. As you'll note, most of these people are still aboard in '61.

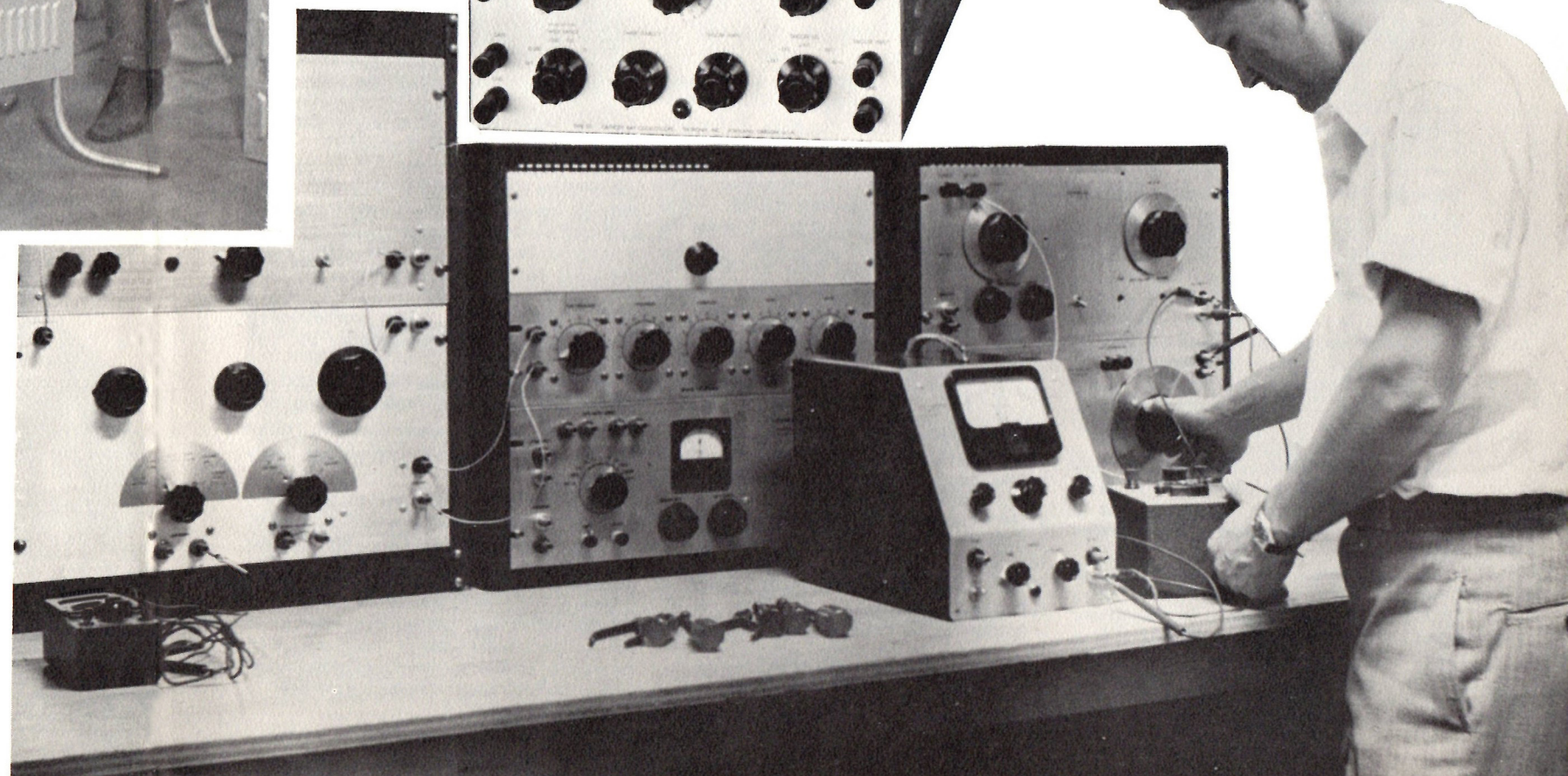
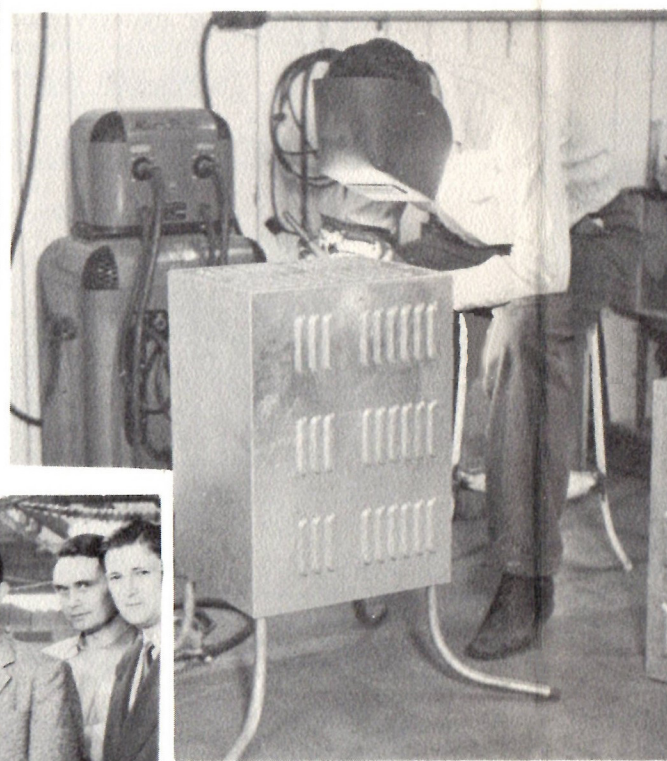


Left, Paul Belles, Bob Fitzgerald and Howard Gault, and a record shipment from Hawthorne



Above, the entire assembly line upstairs at Hawthorne, with 511s being put together. At left is one of the finished instruments. Below, working with pre-oscilloscope electronic equipment, is Jack Murdock.

At right is Milt Bave, a former owner, busy welding. (This photo is published in response to people who've asked what Milt looked like.)



JIM CASTLES discusses the origins of Tektronix; our working board of directors; our need for counsel; our 'Legal department' and what it will do

The Tektronix board of directors began when the corporation was formed in 1946. I was legal counsel from the start. However, I didn't become a director until Miles, Milt and Logan Belleville sold their interest in the company several years ago.

I'm very proud to be a member of the board, because it's my observation that it's a **working** board—in contrast to directors of many corporations, who actually serve in an "honor" capacity. Tek's board calls on other persons for explanations and suggestions to help the directors perform their duties.

What are your duties in your new capacity as general counsel?

I'll assume full responsibility for corporate legal affairs. As counsel, I'll take part in all company activities that have legal aspects or consequences.

For instance, I'll check and prepare all legal documents, memoranda and correspondence, and I'll continue to advise and counsel corporate personnel on company matters.

However, as general counsel I do not make or direct business decisions, although I am on the board and am corporation secretary.

As to policy, I counsel only on its legal aspects...

I'll be in a better position also to advise the representatives of the Retirement Trust, TEKEM and Tektronix Foundation.

You might say I'll function as a service department on the executive level. I'll have to answer innumerable questions, legal and quasi-legal. I may be called on to negotiate and work out real property transactions, such as land acquisitions and leases. I'll do research on novel questions that are bound to arise, and keep up with latest judicial decisions that affect our business, so I can come up with the right answers. I'll try to keep the company out of trouble...

Inasmuch as I'll be alone for some time, I will have to be a jack of all trades where legal factors are involved.

Incidental to my other duties I'll serve as secretary of the company, which office Jack Murdock held before he became chairman of the board.

Why does Tektronix now need a full-time counsel?

Many larger corporations nowadays have legal departments simply because of the growth of their legal problems. This is the case with Tektronix.

This growth is occasioned by the complexities of everyday corporate relationships with various persons and bodies. These include competitors, financial institutions and local, state and federal regulatory authorities.

Such matters require everyday legal counsel.

How do your new duties differ from those you had?

Heretofore I've also been engaged in private practice of law in Beaverton, including Tektronix among my clientele. Now Tektronix's demands require full-time attention, and I'll no longer be able to devote time both to this and private practice, which also involved acting as corporate counsel for other clients.

I retain an interest in the law firm to maintain my identity in the legal profession and give Tektronix any advantages accruing to it by reason thereof, and which could be lost otherwise.

I'm presently member of the American Bar association and state bars in Oregon, Washington and Montana, as well as the Multnomah and Washington county bars. I shall remain active in those professional organizations, inasmuch as I'm on the state bar corporation committee, its World Peace Through Law committee and the American bar's corporation, banking and business section.

You've mentioned our "Legal department." Of what will it consist?

The Legal department—if it can be referred to as a department—will be at first a one-man department—although it could become a medium-sized or even a large department. At the start, however, I'll have a legal secretary and that will be all.

Have there been any outstanding legal hurdles or milestones in Tek history?

Not really. We were sued once, but the attorney had the wrong party.

Will you, as general counsel, offer legal assistance to individual employees?

I'll no longer have time to take care of employees' legal affairs as I did when I was in private practice—doing such things as drawing up wills and legal documents and taking care of other transactions and litigation.

However, I will continue to refer them for proper legal advice to competent attorneys who are familiar with Tektronix policy, programs and benefits.

(Believing that Tektronix owes its stature not only to its research, productive and engineering skills but also to the unique and vigorous personalities of its leaders, Tek Talk has begun a search to learn just what some of these people believe.)

This is the second in a series of interviews. Jim Castles was recently appointed full-time general counsel:)

You've been affiliated with Tektronix since it began. How did this association start?

I was a shipmate of Jack Murdock and Bob Davis in the Coast Guard during World War II. Milt Bave and Miles Tippery, formerly with Tektronix, also were in our branch. Jack and I served over three years in the same command.

How did the idea of Tektronix evolve?

The last six months of our service, Jack and I commuted from Portland to Seattle together. Jack would tell me of his plans to put together the talents of some of his associates to fill a need that he felt existed in the electronics field. As far as the technical aspects went, he said he had a friend then in the Signal Corps in Europe who would handle them. That was Howard Vollum, who had been associated with Jack in Portland before the war.

We filed the corporate papers in January 1946 under the name Tekrad, Inc. Several weeks later we found that a corporation of that name already existed in California.

Soon after we changed the name to Tektronix, Inc., we discovered that being both a manufacturer and a distributor wasn't compatible, so we put together a second business, Hawthorne Electronics, to serve as distributor. Later, one of the founders took over that company.

TEK'S POPCORN bill in 1960 was \$1495.

And it wasn't for the company picnic, either. What we pungled up 1½ grand for, was a passel of blue-gray popcorn that's edible, but just barely, and is used for packing probes, reports Jim Peabody (Shipping).

It's cheaper than excelsior for mailing small parts around in, he says. And, by not salting or buttering it, we save a tidy sum.

Seriously, the big saving is that you can pack **three** probes in corn in the time it takes to pack **one** in excelsior.

It's dyed blue and dingy so folks won't eat it. After all, who'd eat dirty blue popcorn?

Answer: Hoy Godfrey. Here he is, nibbling away at the profits.



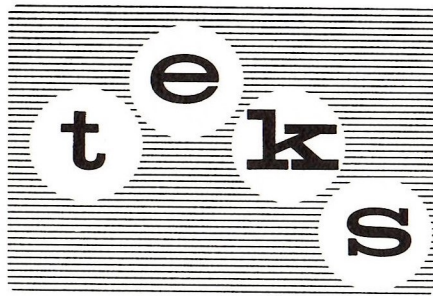
BACK IN THE early days of corn-packing, the Shipping gang got this thankee note from Tek St. Petersburg:

"The box of popcorn you sent us sure tasted good, but we found someone had inadvertently dropped electronic components in it. Please be more careful next time. A person could break his teeth or something...."

GEOFF GASS (Field Info) tells of instant beer.

Commonwealth Engineering of Ohio has come up with that specialty product—a frozen concentrate that not only tastes like beer but is equally zippy. Just add water.

What next? Who knows? Maybe beer popsicles....



GEOFF ALSO tells of a Midwest psychiatric institute that is using our Q unit to study cockroaches' respiratory systems.

Their research, precisely, is in the "inhibitory action of nerve axon collaterals." Quite a mouthful for a cockroach.

These psychiatrists may have something, but they have their work cut out for them. Wonder where they're going to find any little couches.

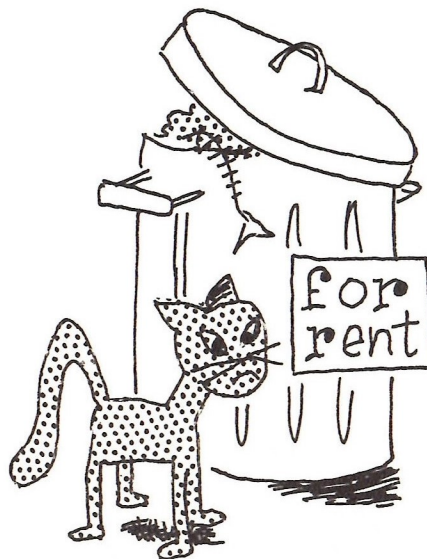
IN A GAY fling at showmanship, Tektronix Federal Credit Union has added Isa Mitchell, a native Scotch gal, to its office staff.

Nothing like a bit o' Scotland to make a place seem thrrrrifty.

THE CREDIT UNION board at a recent meeting had just okayed a list of expenditures submitted by Dick Manning—a list which included a sum for garbage rental.

"Wait a minute—did you say garbage rental?" asked the board's one sharp-eared member.

Dick re-read. "That's **garage** rental, I guess," said he. And the board okayed that instead.



THE ARTICLE in the last issue that told of Tektronix's seven Robert Johnsons brought this reply from a reader over at Sawyer's, Inc.:

"This particular story proved to me something I previously had only regarded as rumor: That the Personnel department of Tektronix exercises incredible perception and discrimination of the highest degree in selecting their employees...."

And it's signed, "Robert L. W. Johnson, Sawyer's, Inc."



THIS IS JOANNE Skanderup (Palo Alto) in a crate bound for Las Vegas. This is all the information we have. Margaret Johnson from that office, who sent the photo, says she's sure somebody here can think up a good caption and story.

Truth is, though, there's not a whole lot a feller **can** say about crated secretaries.

OUR CHICAGO office sends some additions to the Marketing division's list of Tek misspellings.

On their roster of 18 boobos these six stand out:

T. Ektronix, Tektronix Ink Corp., Tektrometer, Texgronic Inc., Tektromnie Inc and (maybe meant for our Houston office) Tex Tronix.

Incidentally, the letter came addressed to "Tech Talk."

A LIST going around, called "500 Commonly Misspelled Office Terms," includes these dandies:

Hypothecate Drayage Grippe
This will help Tek secretaries, but not much. Most of them don't hear these common words once in three years.

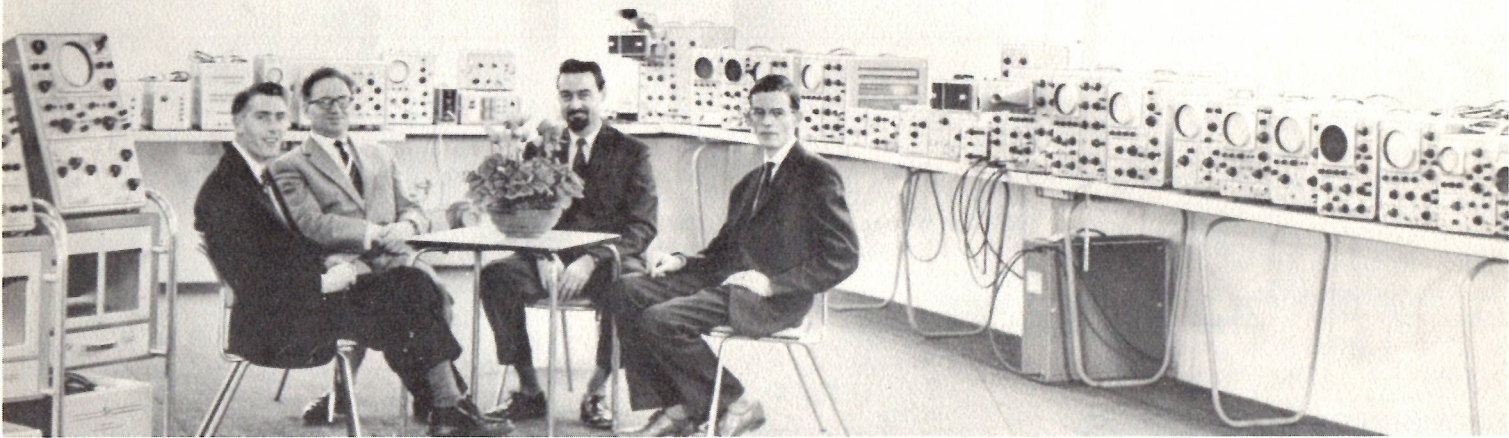
ROHDE & SCHWARZ VERTRIEBS-GMBH

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Oszillografen, Zeitmarkengeneratoren, Impulsgeneratoren, Verstärker



TEKTRONIX INSTRUMENTS were displayed in abundance at the 1960 Interkama Show, held in Dusseldorf by Rohde & Schwarz Vertriebs, our West German distributor. Pictured are (from left) Don Alvey, Tek European general manager; Hans Montag, Rohde & Schwarz manager; Arthur Ball, Guernsey field engineer, and Friedrich Spitzner, R & S sales manager. Mr. Spitzner was a Tektronix guest last August in Portland.

Teks, Foundation Contribute \$872 To Assist Retarded Children School

A Christmas gift from Tektronix employees — \$436 — and a matching amount from Tektronix Foundation helped start the new year cheerily for the school for retarded children at Aloha.

Vince Van Domelen (Accessories Preprod), chairman of Washington County Association for Retarded Children, which operates the school, this week expressed the group's appreciation for the contribution.

"We also appreciate the donations of tools and other training equipment," he said.

Among the departments which "adopted" the school as a Christmas project are Unit Wiring, Capacitors and Ceramics.

Now operating in the rectory of Bethlehem Lutheran church, the school has one teacher and, on an average day, about a dozen children. They range from 6 to 16 years old.

Some Taught, Some Trained

Some of these are educable — that is, able to perform some schoolwork. Others are merely trainable — able at best to learn simple manual tasks.

The teacher — an accredited primary instructor specially trained in work with retarded children — is there five days a week, six hours a day. Her salary, the cost of utilities (the church has donated the rectory's use) and money for teach-

ing materials must come largely from outside contributions.

Donors include not only individuals and business groups but also Washington county service clubs. One notable contribution is that of Beaverton Kiwanis club, which is erecting a new school building at Aloha.

Volunteers from the association, one each day, help the teacher. The curriculum, besides whatever basic schoolwork the students can handle, includes instruction in useful skills, some as simple as tying shoes, making beds, dressing themselves.

School Costs Little

Parents of the youngsters, if they can afford it, pay a nominal fee — \$1 per day the child attends — and furnish his transportation to and from school. The children take sack lunches.

The association, which has over 50 voting members, conducts fund-raisers to make up the \$10-\$12 per month operating deficit. These include an annual auction.

The school has existed for three years now, thanks to the continued contributions of money and materials.

Persons at Tektronix who wish to help the association in any way during the year may get further information from Vince, extension 314.

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