



tek talk

employee's publication of Tektronix, Inc.

volume 8, number 2

May 22, 1961



crowd pleaser at IRE: our Tekamera

Exchange

Me, Too

May I add my thoughts on "Tek Spirit?"

Being far removed from everyday Tek plant activity but closely associated with our customers makes it difficult to understand why any Tek employee could feel that he or she was not working for anything but the best company.

Often in discussing company philosophies and employee relationships with our customers they are skeptical that such an organization as Tektronix really exists. It would be an interesting (if not eye-opening) experience for any Tek employee to accompany a field engineer on an average visit to other facilities.

The first thing he would notice is a lack of friendliness. Then he would see signs of empire-building, where employees are not interested in the company product but only in their individual advancements. BUT—he would hear many fine comments about every phase of Tek operation from the initial contact through purchasing and arrival of their instrument. In viewing these operations in both our customer's plant and our own, I can't help but feel that the primary reason for satisfying success is because our efforts are harmonious and in the same direction—in other words, the Tek Spirit.

When an individual thinks of himself rather than the organization as a whole, the company becomes just another one of the many stereotyped manufacturing companies now in existence.

I feel fortunate to be in the position of making these comparisons, for I know it dramatizes the advantages we share at Tektronix.

Many comments have been made on the problems of growth and changing attitudes. May I say that now that the physical size of our plant has grown; it is time for the people to grow.

Ray Lisiecki
(Buffalo)

Let's Work as a Team

To the editor,

Everybody talks about the weather but no one does anything about it.

At Tek, people talk about communication and people try to do something about it. Lack of communication costs both time and money.

One place that can use more help is communication between all the departments that work on the same instruments. More than once, two or three departments have been working on the same problems at the same time. It's time we got together and worked as a team.

I propose that an instrument poop sheet be started that would circulate around Tek. It could contain helpful hints, solutions to doggy problems and problems that other people might pos-

sibly be working on. It would take only a few seconds for a person to write the problem or solution down and send it in for all to see.

To make an idea like this work, everyone at Tek would have to be interested in a large profit share. If any one has any ideas to add to this, they would be welcome.

Fred Nickel
Customer Service

Preserve Tek Spirit

WHAT ARE WE DOING TO PRESERVE THE TEK SPIRIT?

1. Do we strive to create an atmosphere of mutual understanding?
2. Do we contribute the extra 1% more than is expected of us?
3. Do we treat all persons as important individuals?
4. Do we consider that we, the people, make our company—and the world—what it is today?
5. Do we make an effort to be honest with our company, others...and ourselves?
6. Do we find fault with other people, but no fault in ourselves?
7. Do we go out of our way to aid our fellow workers?
8. Do we realize that we cannot accomplish our job alone?
9. Do we realize we cannot aid a person, unless he contributes to the aid himself?
10. Do we stop...and consider the other person's feelings?

11. Do we realize that if we are man enough to make a decision—we should also be man enough to admit a mistake?

12. Do we consider that all people are talented in different fields?

13. Do we realize that we, as humans, are not perfect; we all have many faults—and who can say that one of us has more faults than the other? What measuring stick do we use in evaluating another's mettle? Is this person right or wrong? Is it not possible that our measuring stick could be improperly calibrated?

14. If we will take into consideration that all people have special talents—and due to these talents—many differences of opinion will arise... we must then in all of us—and unselfishly contribute look for, accept, and utilize the best with that extra 1%. Only in this way, can we combine our many talents and efforts for the good of the company...and enable Tektronix to accomplish its goal at an earlier date.

Is this not, after all, the essence of "Tek Spirit?"

(Name withheld)

Tek talk

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'Exchange' Pro and Con

As with many (if not most) of us who read the section of Tek Talk devoted to an exchange of views about our company expressed in "Letters to the Editor", my emotions shift between hot and cold—pleasure and alarm—warmth and hostility. To say the least, I believe you have a well-read section.

The fact that you even print letters that are alarming should be recognized as a healthy attitude when we stop to think about it. Even though it is difficult to be objective when our emotions are stirred, it helps us toward maturity to try. I believe we have a company with an amazing number of emotionally stable people among us. Sometimes I wonder how much of this can be attributed to a term well understood by our technical people and increasingly applied in our every day vernacular—"feedback."

Although, technically, there are two kinds of feedback—positive and negative—we invariably mean the negative kind when we use the word loosely. It is feedback that keeps the supply voltages in our scopes where we want them, keeps the sweeps as linear as they are, and keeps your car on the road when you make a turn. It is the process of recognizing and utilizing error information to accomplish an objective.

Our particular staff of people channels the bulk of information going to and from our people in the field. A good part of such information is negative—it points out errors and problems that we must know about to do something about. Often such negative information is directed at people and groups that shows them to be less than perfect; fortunately we all are.

In a climate where criticism is habitually intended and considered more of a help than a threat, we can all improve, individually and as a company. Being human, it is important for us to know the intent of criticism. Often it may be interpreted as a threat when never intended that way. As the pappy of one of our better poker players once said, "It ain't what you say, it's the way that you say it."

John Mulvey
(Field Info)

For the first time in well over a year, Tektronix has only one building under construction. The new Electron Devices structure is now rising south of Karl Braun drive, across from the recently occupied Assembly plants.

The EDD building will house cathode-ray tube research, engineering and production units, all of which are now located in upper and lower Sunset plants.

Complete electrical and mechanical plans have been approved. Facilities manager Dick Pooley says he can't predict when the building will be done but promises, "Construction will go in orderly fashion if we have good weather and there are no labor strikes, which are always a possibility."

Nearing completion is the ribbed, beamed structural floor system. After that the basement slab will be poured. This building is unique in that its major mechanical equipment will be in the basement and not on the roof.

Deep-truss 100-foot spans will support both the roof and ceiling, with space between the two for workmen to walk, allowing easy maintenance and easy changes.

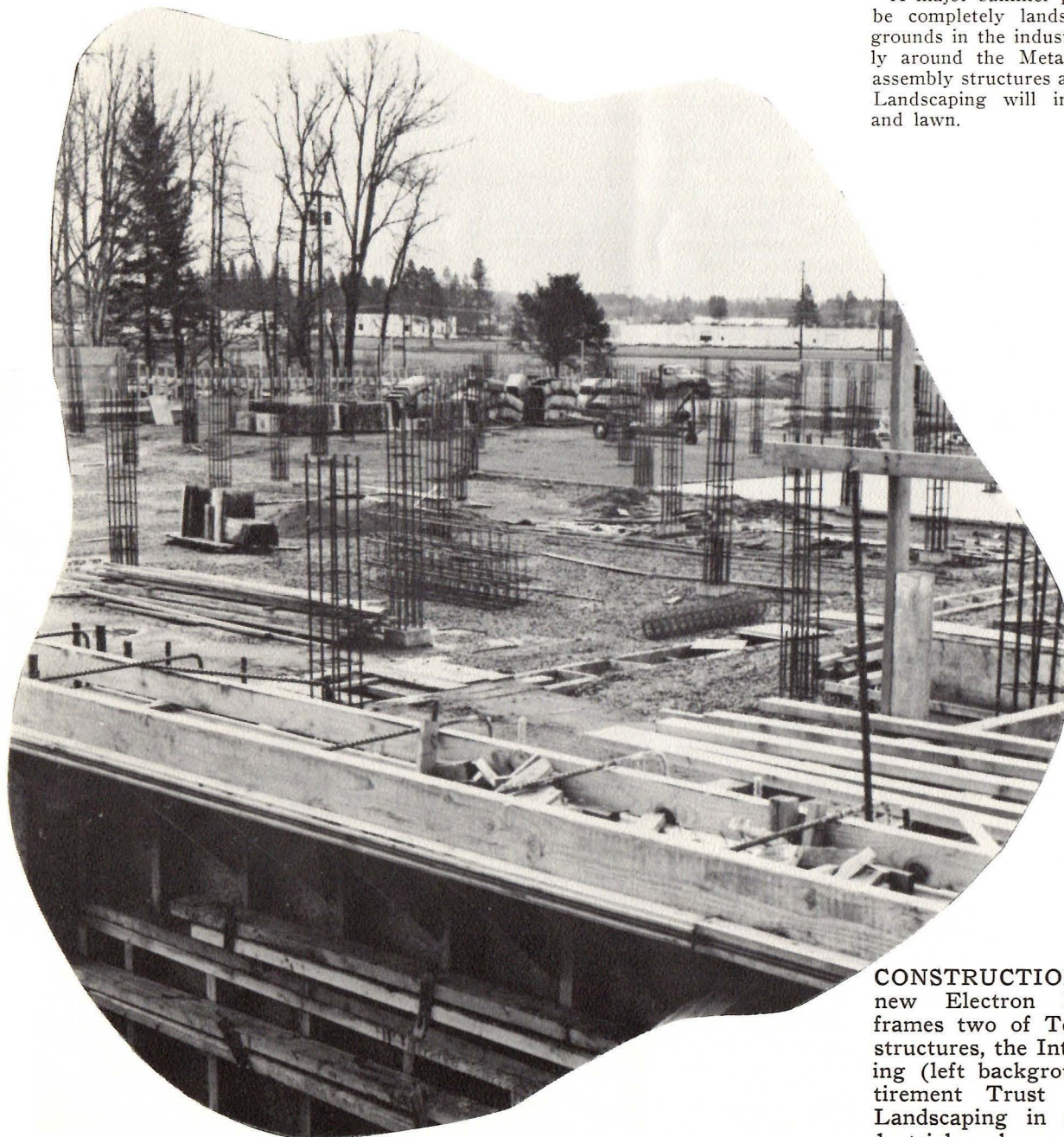
Two other structures for 1961 are in the discussion stage: The Electrochemical building, to be built across Karl Braun drive from the Ceramics building, and a maintenance building, which will rise south of the present boiler room.

EDD

New building will house all CRT units

Although our Engineering and Office buildings aren't scheduled until 1962, Facilities staff members already are talking with Tek managers about their office space needs.

A major summer project this year will be completely landscaping most of the grounds in the industrial park, particularly around the Metals building, the two assembly structures and the new cafeteria. Landscaping will include trees, shrubs and lawn.



CONSTRUCTION work on the new Electron Devices building frames two of Tek's Millikan way structures, the Interim Office building (left background) and the Retirement Trust building (right). Landscaping in much of the industrial park area is scheduled for this summer.



Guernsey . . . Switzerland . . . The Netherlands . . . Tek's outlook is growing more

INTERNATIONAL

Add to your Tektronix glossary: Tekintag.

Tektronix International A.G. (its formal name) is our new trading company with headquarters in Switzerland. In its short life it already has spawned two off-spring, Tektronix Holland N.V. and Tektronix Guernsey Ltd.

In a fast-paced trip to Guernsey and the continent in March, a contingent of Tektronix executives confirmed what most Portland employees had guessed for some time: That the company was planning big things on the international scene.

The problems of "going international" are many and formidable. Legal obstacles abounded—in Switzerland, in Guernsey, in The Netherlands. For our officers, it was a time of patient negotiations, many frustrations, hard work by day and late, long huddles by night. But the job got done.

Tekintag was incorporated March 12 in Zug, near Zurich, and Tektronix Holland in Heerenveen March 22. On the outskirts of the latter small city, in the old province of Friesland, we will build a 40,000-square-foot manufacturing plant on 23 acres of industrial land. There we will produce oscilloscopes for most of continental Europe. The first production unit is scheduled to be finished by February 1962. Other units will follow.

After a day in Heerenveen, during which Tektronix representatives received an encouraging welcome that included speech-making and flag-festooned streets, they traveled to Guernsey to set the wheels in motion for incorporation there.

The Tek group included:

Executive vice-president Bob Davis; Treasurer Don Ellis; Fritz Neisser and Ladd Goodman of our International division; Jim Castles, legal counsel, and Dal Dallas, Marketing vice-president. Along to survey the Guernsey and Heerenveen plant sites and study our building plans was architect Norm Zimmer of Wolff & Zimmer.

Tekintag, in a sense the daughter of Tektronix Inc., is the parent of both Guernsey and Tektronix Holland. It will plan and control our entire European activity, and receive orders from both the European Common Market (Germany, France, Italy and the Benelux countries) and European Free Trade Area (Norway, Sweden, Denmark, Enland, Austria, Switzerland and Portugal.)

Location by location, here's what Tek has afoot in Europe:

Heerenveen—

We're renting 6000 square feet of space to use as a distribution warehouse for US-produced instruments until our Dutch plant is completed in 1962.

Don Alvey, European general manager, and manufacturing manager Earl Wantland—who will move soon to Heerenveen—will begin right away to hire people for managerial positions and send them to Guernsey to train.

Tektronix Holland, which will begin operations on about the same scale as those now on Guernsey, will manufacture some of its own components.

Tektronix is the first American company to settle in Friesland.

Zug—

We are renting 1500 square feet of office space on the ground floor of a new apartment building. Space requirements won't grow much; our work in that city will be largely clerical and administrative—Marketing, Finance and Accounting for European manufacturing.

Guernsey—

"Guernsey right now is doing one heck of a good production job in catching up with the demands of the European Free Trade Area," observed Don Alvey. The plant, employing upward of 140 people, is suffering from the same growing pains that Tek's in Portland know so well.

Guernsey now produces its own transformers, capacitors, and coils, and soon will do its own metal finishing work.

As more and more manufacturing operations move from the US to Guernsey itself, more instruments will be granted commonwealth preference, which means they will be admitted duty-free into the United Kingdom and not have to face the threat of a 33½ per cent duty. To qualify, over half the instrument's cost must be accounted for on Guernsey.

(continued)

QUAINT STREET in St. Peter Port typifies the picturesque beauty of Guernsey. Tektronix's manufacturing plant on the island incorporated April 25 as Tektronix Guernsey Ltd.



ERIK FERNER of Bromna, Sweden, one of our earliest overseas distributors, visited Tektronix in March. Our international expansion will result in improved service to our representatives abroad. Above, Erik listens intently during a discussion in the Export office.

INTERNATIONAL (continued)

To date, we have met the requirements with our 535, 545, 515 and our amplifier plug-ins, and are close to it with the 533, 543 and 310.

Again like Tek in Portland, Guernsey is in the midst of a building program. A two-story addition is under way, as is a second story on top of our present office. In four or five months all office functions—Accounting, Purchasing and, for a time, Marketing—will be housed there.

On Guernsey we plan to acquire an undetermined number of acres on the fringe of the local airport, on which we'll construct a 40,000-square-foot manufacturing plant.

Don has coordinated our marketing activities on the continent. Earl will direct European manufacturing and set its policies. Al Hannmann is operations manager in charge of the Guernsey plant; his counterpart in Heerenveen hasn't been chosen. Nor has our European marketing manager or accounting manager, both of whom will have their headquarters at Zug.

The new moves in Europe will make no drastic changes in our system of overseas distributors, other than to improve our services to them, partly by increasing the number of field engineers from the present two—Arthur Ball and John Thompson.

Overseas operations have many aspects. Here are a few:



(1.) F. LIVINGSTON HOGG, our British representative, was an April visitor to Tek. Here he talks with Don Trudeau (left) and Scotty Pyle of Export. (2.) Frank Hood of Audio-Visual photographs potentiometer-making for a training film to be sent to Guernsey. (3.) Speaking of Guernsey, here's a typical assembly area in our island plant. (4.) Boss of our overseas program is Don Alvey, also here in April. (5.) Bob Wruble of Customer Service discusses our program with two representatives of Sweden's Royal Air Force. (6.) Bob Davis, executive vice-president, listens as Mayor Kuperus of Heerenveen welcomes Tektronix to the Netherlands. (7.) Members of the Friesland press look over the newcomers. (8.) Ladd Goodman of International division made the March trek to Europe on one leg.



Photo by Estelle Shaw.





Tektronix, housing a record array of its new instruments in a show-stealing display booth, dazzled and then redazzled an estimated 75,000 persons at the giant New York IRE convention March 20-23.

Tek engineers and field people, eight abreast, manned the scope-studded 40-foot booth from 9 to 9 daily and fielded questions from the huge, milling crowd that set a new attendance record for the show—the nation's largest annual electronics event.

Was it the best display Tektronix ever has put on? Some Tekers who went from Portland said it was, and said it in just that many words. No one said it wasn't. Some only smiled happily.

While our competitors marked time, showing almost nothing new in the scope line, Tektronix broke loose with three times as many new instruments as we ever had introduced at a single show. And the crowd responded, its interest keenest in our Tekameras; in the expanded 560 line, beefed up by a dozen plug-ins and rack mounting, and in the 82 plug-in, a dual-trace unit for our 581 and 585.

Tek's new booth—designed by Gale Morris, Bob Metcalf and Bill Root of Industrial Design—was not only eye-appealing but highly functional, in that each section folded up and became its own packing case. The booth went up so fast as to astound onlookers, and at show's end came down again in the same jig time. Other exhibitors were heard to wish they had one just like it.



Built in seven identical modules, five feet wide and eight feet high (plus one larger unit containing a coat rack), the booth when packed became individual cases, each 30 x 50 x 60 inches.

Made of plywood, formica, walnut veneer, extruded aluminum and sheet metal, the booth—or sections of it—now will be used to display Tek instruments at other electronics shows.

The prototype was built by Art Mohr of our carpenter shop. Also helping work out booth problems were members of the Mechanical Engineering department.

These were the instruments that represented Tek this year (17 of them were new at the show):

Four new plug-ins for the 560 series. Included were the 76 and 77, which converted the 560 into a wide-band sampling instrument and showed clearly what can be done with the plug-in-and-module idea; the 64, a four-trace unit, and the 61, a low-level differential preamplifier.

- The 565, a rack-mounted version of the 560.

- The 82, a dual-trace plug-in for the 581 and 585.

- The 132 and 133, plug-in unit power supplies.

- The M, four-trace plug-in for the 530, 540, 551 and 555.

- The O, operational amplifier for these four scopes.

- The camera line, C12, C13 and C19.

- Two new tilt-top Scopemobiles, the 201 and 202.

- The 290 transistor switching-time tester.

- Several new probes, including a cathode follower and a passive probe line for our sampling instruments.

- A full-scale sampling scope, the 661, not displayed in the booth but shown to field engineers privately.

- The 630, a mostly transistorized 30-megacycle, six-centimeter, 10-kilovolt dual-trace instrument (also shown to field engineers only).

- The 371, prototype of a 567 digital readout scope.

Tek plans to have all the show instruments in production within six months, some of them much sooner than that.

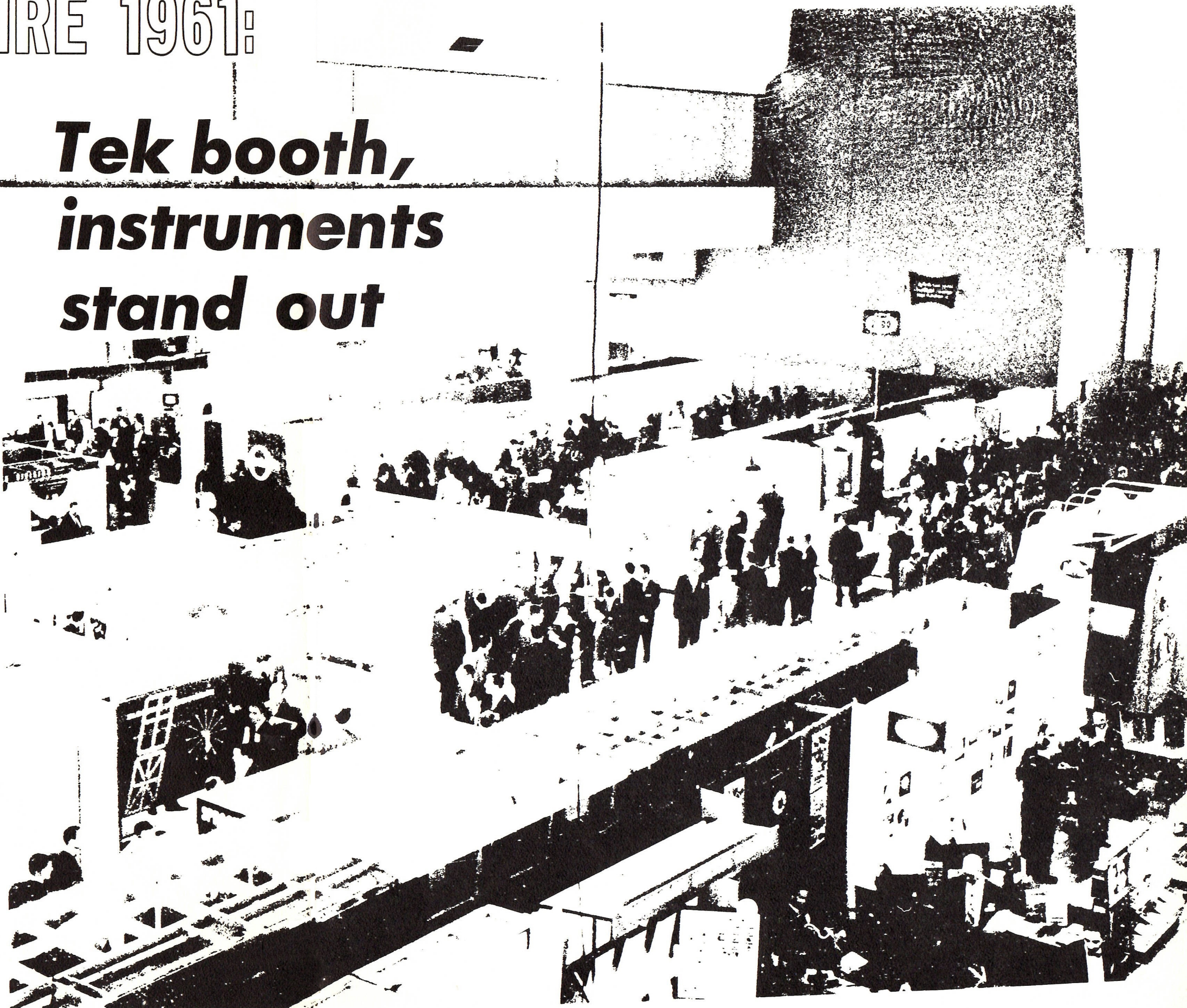
For the first time in its IRE history, Tektronix set up a display room of its own—in the Barbizon Plaza hotel—which throughout the show provided a place for our personnel and customers to meet, discuss instruments and exchange comments.

Customers were enthusiastic about the display room. So were our engineers; it gave them a chance to pick up valuable immediate feedback from the show.

George Edens (Field Engineering) offered these views on IRE:

IRE 1961:

Tek booth, instruments stand out



Photos by Walt Dederick



IRE ...

"Tek had something for almost everybody. Our exhibit showed improvements in almost every product line, from low-frequency to high...a good selection of instruments and a professional-looking booth...."

"We've also learned a lot about **handling** shows. This time our loaner instruments weren't stacked up in our booth and then carted around on request, but were addressed directly to the customer's booth in the first place. I'd say about 70 loaners were in use there."

Bill Polits (Instrument Design) counted another "plus" at IRE: Increased rapport between Portland engineers and field personnel, triggered in part by this year's record outpouring of new instruments.

As usual, field people and engineers met before the show to run through demonstrations of the new models. Friday morning, Mearl Martin, Doug Cure and George met with field crew to discuss the overall market situation.

On hand from Portland during part or all of the show were:

Mearl, George, Doug, Walt Dederick and Scotty Pyle, all of Marketing; Howard Vollum; Norm Winningstad, Dick Rhiger, Cliff Moulton, Russ Fillingner, Maury Merrick, Bill, Lang Hedrick, Henry Fritzler and John Kobbe, all of Engineering, and Ralph Hoffmeister, Bob Fitzpatrick and Hugo Pankow of Manufacturing.

In charge of show arrangements were Dick, Walt and Bill Ewin, mid-Atlantic regional manager.

Field engineers there included:

Ted Brandt, Steve Kerman, Rick LeForge, Owen Harrison and Andy Schlau, all of Long Island; Rick Ennis and Bill Carter, Greensboro; Jim Johnson, Stamford; Ray Lisiecki, Buffalo; Dick Hahn, Dick Herdman, Bill Pyle and Jerry Racanelli, Union; Tony Bryan, Endicott; Dan Welch, Dan Guy, Dan Nelson and John West, Boston; Eb von Clemm, Art Andersen, Nick Sloan and Duane Bowans, Washington; Kermit Fleck, Bill Kladke and Dick Zahn, Syracuse; Bob Coultas, Lew Loebe, Fred Lenczynski and Dick Lehman, Philadelphia; Gordon Dickson, Montreal; Ron Hayes, Poughkeepsie; Leo Wulff and Bob LeBrun, Baltimore; Marvin Crouch, Toronto.

ABOVE, Lew Loebe (Philadelphia) holds the interest of several booth visitors at IRE. Below is our display, pictured before the show opened

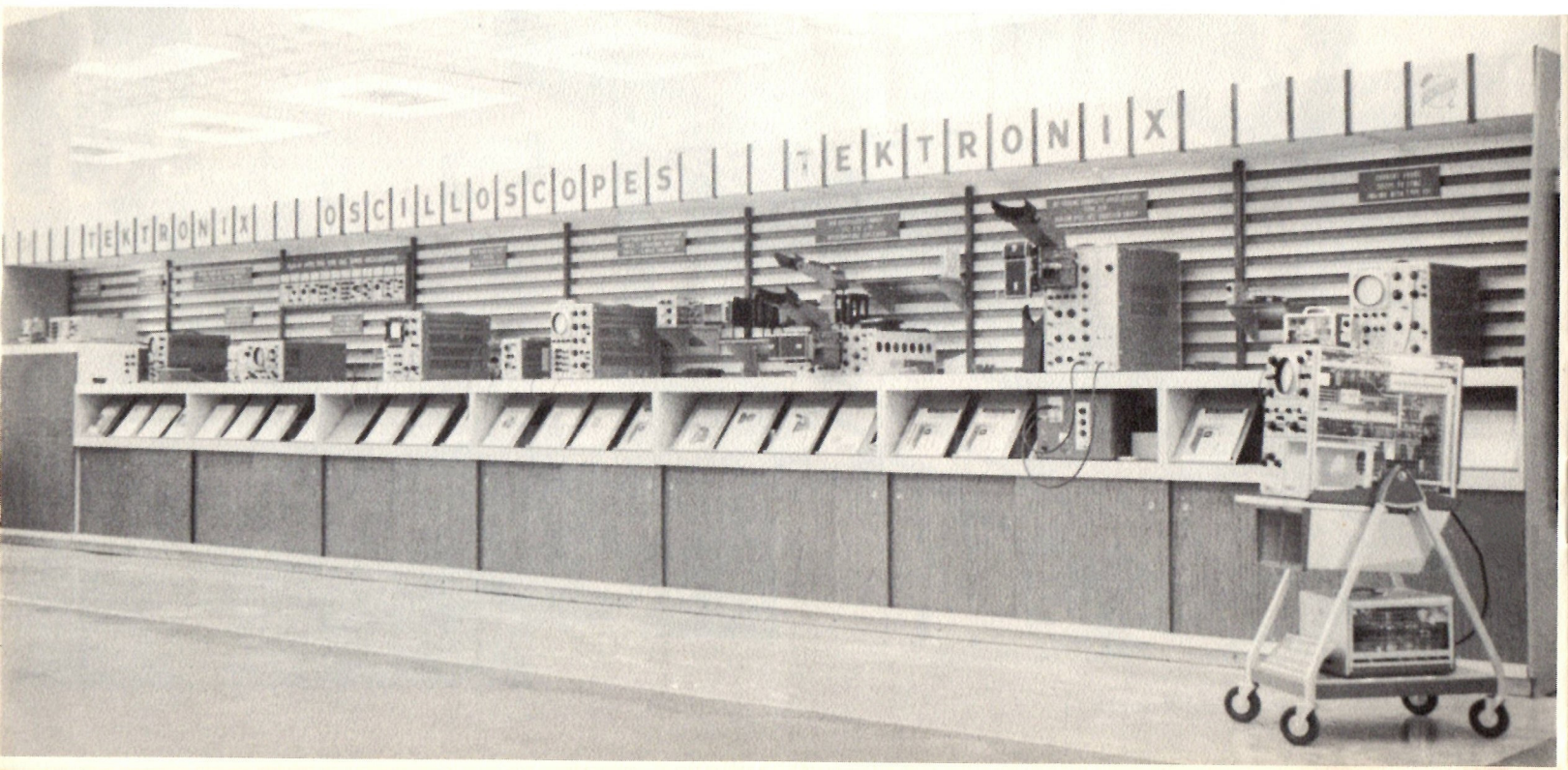
Handling their share—and more—of showtime details were these field secretaries:

Diane Green, Union; and Edith Norton, Pat Hewitt and Janice Schwartz, all of Long Island.

Tektronix's booth also attracted many of our overseas distributors, who showed a lot of interest, particularly in our operational amplifier, sampling instruments and camera. They included:

Sandro Pieri and Achille Ghezzi of Silverstar, Ltd., Italy; F. Livingston Hogg of Livingston Laboratories, Great Britain; Teddy Kenny of Eastonix, Israel; Emile Kowarski of Ambriex, S.A., Brazil; Maurice Parisier and Roland Ploettel of RTI, France; C.N. Rood, Jan VanOs and N.C. Koning of C.N. Rood n.v., The Netherlands.

Also a booth visitor was Dr. G. Giannelli, director of the Euratom electronics laboratory.



tek

INTO AN EMPLOYEE'S anniversary luncheon popped the division head, with a 10-year pin for the gal.

"Surprise, surprise!" he crowed.

"Surprise nothing," said she. "I've been waiting for you for 20 minutes..."

AN AD came to Tekweek not long ago, and it said:

"Wanted: Swing shift girl to share apartment. Room for horse."

A pretty **large** room, it would have to be.

A COMMENT from Dunc Doane (Encino):

"Recently a chief engineer disclosed his counsel to young engineers:

"If your system won't operate and you don't know what's wrong, blame the oscilloscope. The Tek field engineer, to defend his equipment, will show you what to do."

The price of a good reputation. Sigh....

IN THE CONTINUING search to define the Tektronix philosophy, this entry probably has nabbed the booby award:

"At Tektronix we treat people just like we do anybody else..."

THE NEW CLOSED-chest method of artificial respiration, demonstrated at Tek this spring, already has paid off for one employee:

When Maxine Swank's (Plant 2 Test Final) 10-year-old toy collie had a heart attack, she applied the closed chest method and, sure enough, brought Rover or whoever it is back to life.

WEAR YOUR safety glasses. You hear that often. And the guy you hear shouting "Amen" is Verle Starkey (Mechanical Design).

Verle was walking by a lathe when a parting tool snapped and the blade shot off, shattering his glasses and breaking the frame.

"I live in my safety glasses", comments Verle, who still has both his eyes and is grateful.

FREE BALLOONING—wafting about the wild blue with a gasbag—was real kicks, allows Del Gates (Electrochem), who used to do a lot of this sort of antic back in Ohio.

Balloon clubs, once common, now are rare. But there was a day when balloon races were all the rage. Some of them went on for days, until the pilot ran out of gas, out of wind, out of sand, or got hungry or ran out of cigarettes.



BALLOONING makes for dandy sightseeing or photography. All you do is hang over the edge and gawk.

To run a balloon, you dangle in a wee basket that can hold four, and make the bag go sideways (by hitching onto the correct wind) and also up and, ultimately, down (by valving gas or dumping sand.)

To go up, drop some sand. Not a whole sandbag full, though. A handful or less will do the trick. Besides, willy-nilly sandbag-bombing sooner or later will mar your public relations with property owners on the ground.

So just dribble a few grains over the side. Usually they fall. Sometimes, however, if the balloon is in a downdraft at the moment, the



pilot has the spooky sensation of seeing the sand go **up**. Other times it just hangs there in midair. It's a rare balloonist who returns without sandy hair.

YOU NEVER FEEL a bit of wind, because you're always moving **with** the breeze. At all times it's just like the dead calm that sneaks along ahead of a storm, Del explains.

Because sound travels easily from high in the air, a balloonist a long way up can in his normal voice talk to a person on the ground. Yet, because a balloon makes no sound, people never think to look up, even when you talk to them. Del recalls once drifting over a farm and trying to engage the farmer in conversation.

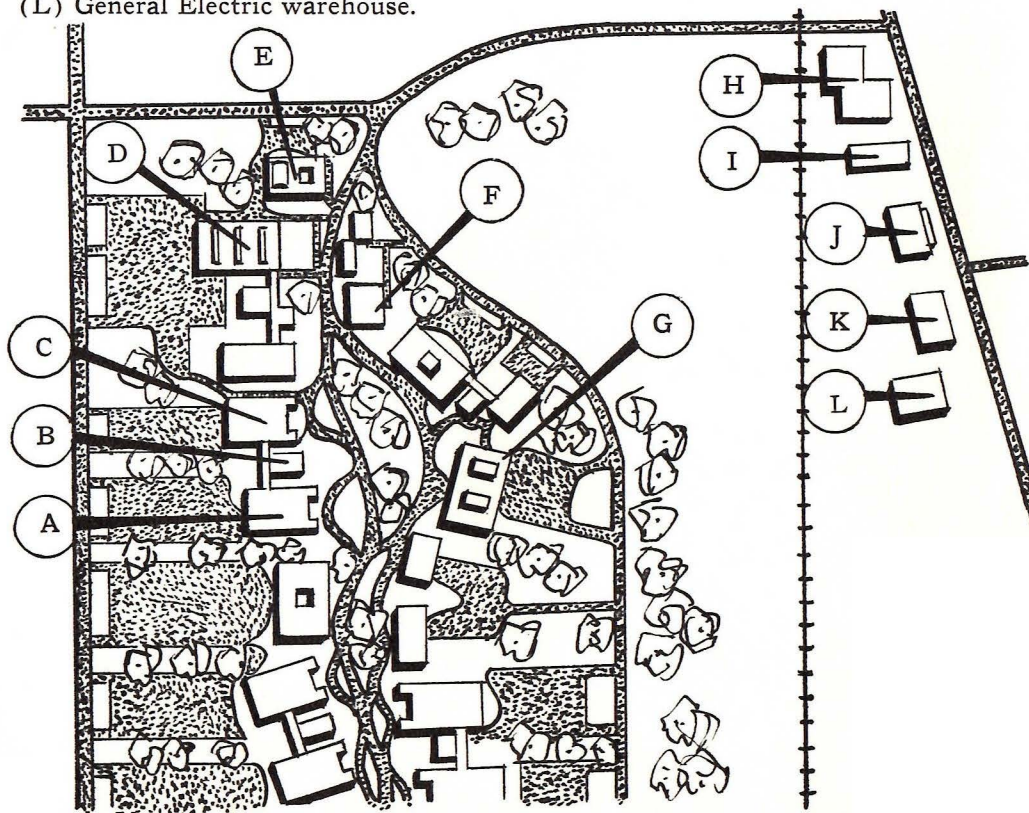
The fellow talked back, all right, but didn't look up. Instead he busied himself peeking behind the barn, under woodpiles, etc. to figure out just where in tunket the durn voice was a'coming from.





Photo by Wes Myllenbeck

PROGRESS REPORT on Tek's master building plan is the above aerial photo, which may be compared with the long-range map below. Buildings are (A) Assembly; (B) Cafeteria; (C) Assembly; (D) Metals; (E) Ceramics; (F) Facilities; (G) Electron Devices (under construction); (H) Warehouse; (I) Mears Co.; (J) Interim Office; (K) Retirement Trust; (L) General Electric warehouse.



Map by Richard Koe

Tektronix, Inc.
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