



Some Thoughts about Tektronix Philosophy...

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COVER—A study in intentness is Harvey Hoffman of Fabrication & Molding's Manufacturing Engineering department. Harvey is a member of the plastic tooling group. (Tek Talk photo by Joseph Oswald.)

"Some Thoughts about Tektronix Philosophy" was written and rewritten by Joe Floren as a composite of many people's views expressed in many discussions and interviews. I have been closely associated with the project and have taken an active part in the writing.

While this is not a complete statement of Tektronix philosophy, I feel it does contain ideas and principles which will be useful guides in the many day-to-day decisions everyone must make. As such, it has my endorsement and approval.

If anyone feels he can suggest improvements in expression, has additions or illustrations which would expand or clarify it, or—most important of all—differs with it, please feel free to contact Joe or me. We feel sure that with your help a more useful and comprehensive statement of Tektronix philosophy will be written, as we learn and as conditions change.

—Howard Vollum
President

Tektronix is a company of individual human beings. The Tektronix spirit, as it has been called, is above all a concern **for** individual human beings. If we draw our strength from the uniqueness of each individual, together we become more than the sum of our numbers.

We base our philosophy about people — and about business — on the belief that the goals we share, as a company, need not conflict with the goals we seek as persons.

At Tektronix we all are employees, although our jobs differ. The division of some companies into "management" and "labor" groups may imply that the aims of the organization conflict with those of the individual. We believe they do not.

As Tektronix, what goals do we share?

Like any business, we seek to make a profit and to grow. By serving science in particular and society at large with our skills and products, we seek to contribute positively to the world in which we exist. We also try to provide, truly, a good place to work — and to be thought of not as a company with many employees but as many people who, together, are creating a company.

As individuals, what goals do we seek?

We believe each person also wants to grow—to do a good job, to be proud of what he has achieved, to receive not only material reward but also the respect of others. These individual goals dovetail with company aims for high quality, fair price, excellent service, thus increased value and satisfied customers.

We believe that a company benefits by building in and strengthening human judgment. You cannot **order** judgment, but you can provide the environment in which it grows. And so we favor those practices that encourage each individual to make judgments that meet both company and personal needs.

We know our company is not perfect. Certainly mistakes will occur. We view them as something to learn from, not something to punish for.

Two persons in similar situations may make different judgments. We respect and encourage these individual viewpoints, believing that each person should receive continuing opportunity to influence, and thus help, other persons.

We feel sure that although a business which ignores values other than profit — human values — may prosper, it does so at the expense of society.

A road from one point to another is not always smooth or direct, but it still provides a means to your destination. In its winding, it sometimes takes you the wrong way; yet you know the **overall** direction prevails and the destination doesn't change.

So it is with the company: Each sound judgment may not satisfy all individual needs and meet all company goals. But we believe that our best judgments, taken all together and over the long haul, can bring us nearer that destination.

Like any organization, ours requires authority — but a person's authority at Tektronix is over the job to be done, not over the people doing it. Here, the power to influence should depend as much as possible on the worth of an individual's judgment and on the nature of the particular situation. Some people do have more authority, more responsibility and more pay than others. We try to avoid the view that these factors are a statement of someone's worth—a statement that he is superior **as a person**.

We believe people react positively when confidence is placed in them and when the best is expected of them; we try to reflect this belief in our work relationships and with customers and suppliers. We call this our honor system.

We believe people derive greatest satisfaction from completing those tasks that require them to exercise judgment; thus, that it is better to educate them than to command them.

How do you describe a company? It's one thing to an engineer, another to a production worker, another to a supplier, another to a neighbor. Its value is measured on many scales.

These values must shift continuously, interacting in delicate balance, so none will be sacrificed for the others.

How do you maintain the balance? How prevent the sacrifice? There is no one way. There is no easy way. But the balance must be kept, and the sacrifice avoided.